

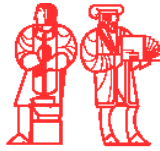


MIT Office of
Corporate
Relations

Guide FOR Faculty AND Staff

Table OF Contents

Introduction	1
I. Office of Corporate Relations	1
II. Why Work with OCR	2
III. Industrial Liaison Program	5
iv. Corporate Development	6
v. OCR Staff Contacts	8
vi. Who is Assigned to Your Department	9
vii. Activities Awarded Revenue Sharing Points	10
viii. Other MIT Resources for Working with Industry	11



MIT Office of Corporate Relations

Guide for Faculty and Staff

INTRODUCTION

The Guide for Faculty and Staff explains the benefits of working with the Office of Corporate Relations (OCR), which includes both the Industrial Liaison Program and Corporate Development.

Since its founding, MIT has had a long tradition of forging close and productive ties with industry. Close contact with the corporate community has helped faculty maintain both the vitality and the relevance of MIT's education and research, learn of exceptional employment opportunities for graduating students, and secure consulting opportunities. OCR staff can help faculty members develop productive contacts at companies interested in advancing their relationships with MIT through research, grants, gifts, and programmatic support.

This guide contains the following sections:

I. Office of Corporate Relations; II. Why Work with OCR; III. Industrial Liaison Program; IV. Corporate Development; V. OCR Staff Contacts; VI. Who is Assigned to Your Department; VII. Activities Awarded Revenue Sharing Points; and VIII. Other MIT Resources for Working with Industry.

I. OFFICE OF CORPORATE RELATIONS

• Mission

The mission of the Office of Corporate Relations is to create and strengthen mutually beneficial relationships between MIT and corporations worldwide.

• Organization

The OCR is made up of two main units: the Industrial Liaison Program (ILP) and Corporate Development (CD). (See pages 5 and 6, respectively, for more details.)

The first program of its type, the ILP was founded by MIT in 1948 to further encourage productive relationships between MIT and corporations through a fee-for-service membership program. In the mid-1980s Corporate Development was created to actively seek philanthropic support for MIT from industry. In the late 1980s, the Office of Corporate Relations was formed to bring the ILP and Corporate Development together to more coherently identify and achieve relationships of mutual value between MIT and the private sector.

The OCR reports to the Vice President for Resource Development and works closely with other administrative units at MIT including the Technology Licensing Office (TLO), the Office of Sponsored Programs (OSP), and the Intellectual Property Counsel. For more information on these offices, see Section VIII on page 11 of this document. The OCR also maintains formal relations with all Schools and Departments of the Institute through our Faculty Liaison Plan.

• Faculty Liaison

Each member of the OCR's professional field staff (officers) is responsible for a portfolio of companies as well as for a set of Schools and Departments of the Institute. Officer assignments are listed on page 9 of this document.

In addition to interacting on a daily basis with MIT administration and faculty members at all levels, OCR officers work with specific departments to establish contact with junior faculty and others interested in increasing their outreach to companies.

II. WHY WORK WITH OCR?

Benefits to MIT Faculty and Research Staff

The Office of Corporate Relations provides valuable links to the research, management, and operational activities of a large and diverse group of major corporations around the globe. By working with the OCR, you can expand your network of professional contacts among US and international companies from nearly every business sector.

Work with the OCR to:

- **enhance exposure of your research to companies** through OCR-sponsored activities and publications, which can lead to research and gift support, student fellowships and employment opportunities, and consulting.
- **supplement travel funds** by participating in OCR-sponsored travel to company sites.
- **enhance your knowledge and perspective** through interactions with company personnel both on and off campus and through OCR resources.
- **earn discretionary funds through ILP revenue sharing** when you participate in ILP and other OCR activities.
- **earn discretionary funds with finders' fees** when you help bring companies into the ILP.

Read on for further information, or call 253-2691 and ask for the OCR Faculty Liaison Coordinator. Additional contact information can be found on page 8 of this document.

• Enhance Exposure

The Office of Corporate Relations can enhance exposure of corporations to your expertise, research, and students through a variety of OCR-sponsored activities and publications.

Formats for OCR-initiated faculty/company involvement include video conference and telephone discussions, meetings both on and off campus, and OCR briefings and conferences. These activities can help you make valuable corporate contacts, inform industry of your work, and introduce companies to your students.

Obtain Research Support

Corporations are major sponsors of research at MIT. A discussion of needs and trends in industry may result in new directions or additional funding for your research.

Support for on-going research can result from one-on-one sessions with representatives from OCR client companies. If you seek funding for a new project or consortium, OCR Officers can draw on their knowledge of the international corporate community to help you make more focused contacts at particular companies.

Increase Student Fellowships

One of the primary reasons companies want to develop contacts at MIT is to increase their success at recruiting MIT graduates. This can also produce excellent opportunities for students for employment.

Recruiting is much more effective if individuals from the firms have been able to develop personal relationships with MIT faculty and students. One of the best ways to do this is to support students' work, through the Undergraduate Research Opportunities Program, as part of a research grant, or through graduate student fellowships.

Identify Consulting Opportunities

If company visitors have specific problems they need addressed, or if they would like to pursue a topic at greater length, in confidence, or in more detail, they may be interested in exploring your availability as a consultant.

In addition, companies occasionally ask their OCR Officers for assistance in locating people to serve on various boards or in a specific advisory capacity.

As usual, you would make any consulting arrangements directly with the company.

Publicize Your Research

We can publicize your research through *The MIT Report*, through electronic communications sent to company contacts, and through our KnowledgeBase.

The MIT Report

The MIT Report is a newsletter published ten times a year by the Industrial Liaison Program for distribution to member companies and MIT faculty and staff. It spotlights MIT research projects, reports on the latest MIT patents, keeps readers abreast of events and activities on campus, provides reports of ILP conferences, and lists the latest preprints (working papers) by faculty and staff. Circulation is nearly 8,000 worldwide.

If you have suggestions for topics to include in *The MIT Report*, please send your suggestion via email to: mit_report@ilp.mit.edu.

“The Working Papers” section of *The MIT Report* contains a listing of titles of preprints and working papers selected from manuscripts submitted to the OCR by faculty and staff members. Two criteria are used for selection: business relevance and timeliness. Please send us one copy of each working paper or preprint related to your research or educational activities as soon as they can be circulated beyond MIT and the project sponsors. Address them to: Publications-MIT Report, E38-568.

Announcing Your MIT Events

We use email to inform companies of MIT seminars, short courses, and other activities that may be of interest and are open to the public. Please submit information on your events to: events-manager@ocr.mit.edu.

Be sure to include:

- Date
- Title of event
- Speaker (include company and university affiliation, and a biography if available)
- Location
- Abstract of talk and/or URL where event program may be found
- Contact name for more information
- Information about any registration or fees required to attend
- MIT Department/Lab/Center sponsoring the presentation.

Many faculty members arrange for their administrative assistants to send us notices of all seminars they organize.

The KnowledgeBase—MIT Research on-line

The KnowledgeBase (KB) is an important means by which you can expose companies to your research and expertise. ILP company representatives use this database to identify faculty and projects of interest, and ask their Officers for further information or for meetings with faculty to learn more.

The KnowledgeBase contains information on more than 5,200 research projects conducted on campus. Project descriptions include an abstract, principal investigators, key words, and possible applications. The KB can be searched interactively for projects, faculty members and information on faculty and research staff expertise and interests.

This information database is available on-line to the MIT community from an internal Web site—

http://cr.mit.edu/ilp/mit_only/knowledgebase/faculty.taf
—where you can make your own updates.

Each year, faculty and research staff are asked to complete brief forms to update their information for inclusion in the KnowledgeBase. Return the forms, make the corrections on-line, or contact our Webmaster anytime to update your listing.

• Supplement Travel Funds

The OCR helps sponsor faculty visits to corporate facilities in North America, South America, Europe, and Asia. If you inform us of your travel plans and interests, we may be able to arrange matches at specific company sites convenient to your route. Through such visits you can develop useful contacts and publicize your work as well as gain first-hand knowledge of the business environment.

As a rule, we coordinate faculty visits to companies with travel you have planned for other reasons. Occasionally, in order to provide the level of service needed for an ILP client, we may initiate and sponsor an entire trip.

All anticipated travel costs related to the OCR portion of your trip must be approved in advance by the OCR through the Faculty Liaison Coordinator and the Officer responsible for that company. For a trip to be subsidized by the OCR, the Officer for the company must have prior knowledge of the visit, and the company must be aware that the OCR is sponsoring the visit. After the meeting, we request that you submit a visit report to the OCR.

A postcard is sent to each member of the MIT faculty and research staff several times a year requesting dates and locations of travel planned for the coming months and topics you would like to discuss with companies. Use any convenient means to keep us aware of your travel plans— return the card, call or email. If a potential match is identified between your travel plans and the location of a company interested in your work, we will explore the possibility of a meeting.

Please contact the Faculty Liaison Coordinator for more information and to notify us of your upcoming travel.

• Enhance Your Knowledge and Perspective

Learn about Industry

There is more you can gain from personal conferences with corporate representatives:

- learn first-hand about current issues, challenges, and trends in the corporate research community
- obtain feedback on your research
- gain examples for teaching

Learn about MIT Research

Services provided to ILP companies via the World Wide Web also are available to you, including notices and reports of conferences, an on-line edition of *The MIT Report*, the KnowledgeBase, Multi-Sponsored Program (Collegia and Consortia) information, and highlights of new developments at MIT. The main Web site is <http://ilp.mit.edu/ilp/>.

The KnowledgeBase is a particularly efficient source of information on the full range of MIT-based scientific, engineering, and management research. This can be useful if you wish to identify people at MIT who are active in specific areas, for example, to explore possible interdisciplinary work.

• Earn Discretionary Funds through Revenue Sharing

At year's end, the OCR shares a significant percentage of the gross revenue received from ILP membership fees directly on a pro-rata basis with the MIT faculty and staff who participate in OCR corporate contacts or activities.

The Faculty Liaison Coordinator maintains a record of all interactions arranged by OCR staff between company representatives and faculty, staff, or students. After each fiscal year, the points are totaled, a dollar value per point is determined, and the funds are distributed to special accounts under each Department, Center, or Laboratory. A list of staff and their respective points and dollar value earned is sent to the appropriate Administrative Officer. You will receive a personal notice of the revenue you have earned.

These tax-exempt funds are intended for professional development. Typical uses have included purchasing computers, new books, or equipment; attending professional meetings; and supporting graduate students or researchers. The Department Head, Laboratory or Center Director, or the Administrative Officer, if the responsibility is so delegated, approves the use of revenue sharing funds.

Eligible Staff

All ranks of the following faculty and research staff appointments receive revenue sharing points:

- Professors
- Lecturers
- Technical Instructors
- Instructors
- Research Scientists
- Research Engineers
- Research Associates

Activities Awarded Revenue Sharing Points

Revenue sharing points are awarded for the activities listed in the table on page 10. The activities must be arranged and/or sponsored by OCR staff. The number of points per activity attempts to reflect preparation and time spent with company representatives.

Revenue sharing points awarded to non-qualifying staff and students (those not included in the list above) are credited to the account of the qualifying supervisory faculty or staff member. Please consider their contributions in your use of these revenue sharing funds.

• Earn Discretionary Funds through Finders' Fees

Your assistance in bringing new companies to ILP membership is most welcome. You may be able to expedite a solicitation process, for example, by introducing an OCR Officer to key corporate decision-makers, or by personally recommending membership to companies with which you have research relationships or for which you consult.

Revenue sharing points equivalent to up to a maximum of 10% of the company's initial annual fee will be credited to your revenue sharing account if the company joins as a result of your involvement. The Director of Corporate Relations determines the exact amount of the finders' fee, depending on the level of your active participation. Call your Departmental Liaison Officer for more information about finders' fees.

III. INDUSTRIAL LIAISON PROGRAM

• Overview

The broad goal of MIT's Industrial Liaison Program (ILP) is to encourage companies to participate in and support the diverse activities at the Institute. It is designed to be a flexible and creative link between MIT and companies. The ILP initiates, facilitates, and advances relationships with MIT by providing customized services and information to corporate clients.

• Member Companies

Many organizations come to MIT seeking help to address current business challenges, to anticipate emerging technologies and future business opportunities, solve technical problems, and to identify and adopt best management and research practices. For an annual fee, the Industrial Liaison Program assigns a professional MIT Industrial Liaison Officer who tailors interactions with MIT's people and programs for each member organization. Your participation in these interactions with representatives of ILP member companies is the foundation for building enduring collaborations between ILP organizations and MIT.

Companies that join the ILP usually see science and technology as essential to new product ideas, improved operations, and growth. The latest advances in science, engineering, and management can provide these firms a crucial competitive edge.

The firms participating in the Program are headquartered in North America, South America, Europe, and Asia. These major corporations span every business from finance to manufacturing. A listing of these companies is provided at the back of this brochure. For the most up-to-date membership list, see web page: http://ilp.mit.edu/ilp/mit_only/members.html.

Many member firms are the research or market leaders in their field, devoting substantial resources not only to conducting research in their own laboratories, but also to supporting work in academia in a wide variety of fields.

• Industrial Liaison Program Staff

The Industrial Liaison Program includes a staff of Industrial Liaison Officers (ILOs) who generally hold advanced degrees in engineering, science, or management—often from MIT—and typically have had many years of experience in corporations. ILOs implement productive engagements between MIT faculty and industry.

The ILOs can help you contact ILP companies that might support research activities or educational programs of the Institute. Through the OCR Faculty Liaison Plan, each ILO is responsible for establishing contacts with junior faculty members and for staying in touch with the latest research and educational activities of specific MIT departments. The Officer assigned to your department is listed on page 9 under Departmental Assignments.

• Services for Industry

Each Officer works with a portfolio of companies that participate in the ILP. With principal contacts at each company, the ILO maintains an understanding of the company's objectives for its relationships with MIT, its strategic interests, and the key issues to be explored on an annual basis. The Officer coordinates links to all parts of the Institute, identifying research and educational areas of potential interest to the company, arranging and hosting technology and management discussions with faculty and staff, and responding to specific requests for information as they arise.

Supporting the personal services provided by the ILOs, the ILP Communications unit provides information products and services for corporate clients including an annual series of conferences and seminars. Members also receive *The MIT Report* and other MIT publications and can access a wide range of services, including the Knowledge-Base, through the ILP Web site (<http://ilp.mit.edu/ilp/>).

The ILOs help company personnel explore opportunities for sponsoring research in the various MIT Centers and Laboratories. Once a match is made between an MIT investigator's interest and capability and a potential sponsor's technical needs, the next step is coordinated with the Office of Sponsored Programs (OSP) and its Industrial Agreements Team (IAT). This team facilitates implementation of research relationships and research agreements.

ILOs introduce company representatives to opportunities for licensing patents through the Technology Licensing Office (TLO).

More information about both the IAT and the TLO is available on page 11.

The ILP also helps companies tap into the various resources of the Institute. Objectives include:

- developing stronger contacts with students and enhanced recruiting through co-op and internship programs, the Undergraduate Research Opportunities Program, graduate fellowships, and the Career Service and Preprofessional Advising Office

- providing educational opportunities for company personnel via the Center for Advanced Educational Services, the MIT Sloan School of Management, The Professional Institute, and other executive development programs
- providing information resources for company personnel via the MIT Libraries and the MIT Press.

Personal Meetings

Each year, ILOs arrange hundreds of personal discussions between corporate personnel and MIT faculty and research staff, usually at the request of company visitors. A typical meeting lasts about an hour, although alternative formats and lengths of meetings can also be arranged. The discussion may center on current or past research or the state of the art in the faculty member's area of expertise. The corporate objectives may range from understanding the implications of a particular technological advance, to gaining an informal opinion on a specific company problem, to strategic planning. These meetings can be opportunities for you to interest the firm in your work and learn about current issues facing the firm.

Telephone Calls/ Video Conferences

Occasionally, it may be more convenient or appropriate to conduct a discussion by telephone or through a video conference. The Officer can also arrange these sessions.

Conferences

The Industrial Liaison Program sponsors eight to ten conferences annually featuring presentations by faculty and staff as well as by experts from corporations. Each meeting focuses on an area of active research at MIT that is of current interest to industry.

ILP conferences run from one to two days and feature numerous speakers per day. These meetings usually attract 150 to 400 corporate attendees and are usually held on campus. An announcement of each conference series is distributed to the MIT community and to a mailing list of people at ILP companies about two months before the first meeting. Selected conferences are publicized more broadly to the corporate community, which may attend for a fee. Information about all the conferences is available at our website.

The purpose of ILP conferences is to provide an arena to share and discuss ideas, concepts, and experimental results. To promote such dialogue, speakers are encouraged to emphasize results and possible commercial applications of their work.

If you have suggestions for topics or themes for these conferences, please call your Departmental ILO or the Conference Coordinator.

Seminars

When a company or companies request more detailed coverage of a narrow topic, the Industrial Liaison Program may sponsor a half-day seminar which offers faculty members an opportunity to report their work in greater depth. Such a meeting may also be suggested by the faculty to be used as a means to enlist sponsors for a new research effort. The smaller audience at these sessions is conducive to a less formal workshop format.

Seminars may be held at off-campus locations convenient to ILP companies. A faculty member may present a topic at a particular firm, or all companies in the geographic area may be invited to attend. Seminars are sponsored worldwide.

Contact the Faculty Liaison Coordinator if you would like to suggest a seminar.

IV. CORPORATE DEVELOPMENT

• Overview

Corporate Development supports the senior MIT administration and faculty in efforts to maximize corporate support across the Institute. Targeted initiatives have included corporate partnerships, corporate research and philanthropic relationships, and research and educational programs involving governments or universities.

• Corporate Development Officers

The Corporate Development staff includes Corporate Development Officers (CDOs) who, like ILOs, generally hold advanced degrees in engineering, science, or management—often from MIT—and typically have had many years of corporate experience. Some have previously served as ILOs.

Support for the MIT Senior Administration

CDOs work closely with MIT's senior administration—in particular, the President, Provost, Chancellor, and Chairman—to develop, implement, and strengthen significant corporate relationships with the Institute that involve major financial investments in MIT.

Support for School-based Initiatives

As part of the OCR Faculty Liaison Plan, CDOs provide development support to the five MIT Schools. Working with the Deans, they identify School priorities for corporate support. The Officers assist the Deans in achieving these goals. See Departmental Assignments on page 9 to identify the Officer assigned to your School.

Furthering Relationships with ILP Companies

Corporate Development Officers often team with Industrial Liaison Officers to identify and further develop relationships between MIT and selected ILP member firms interested in deepening their MIT contacts.

Interactions with Other MIT Offices

When a research or partnership relationship is indicated between a company and MIT, the Corporate Development Officers involved coordinate with the Office of Sponsored Programs (OSP) and its Industrial Agreements Team (IAT) and with the Intellectual Property Office, as appropriate. See pages 11, 12, and 13 for more information about these offices.

• Corporate Research

The Corporate Research group provides, for senior MIT officers, analyses of specific companies, including past and current MIT relationships. In addition, Corporate Research provides for ILP member companies customized digests of current MIT research in specific areas of interest.

V. OCR CONTACT INFORMATION

• Benefits to Faculty

Enhance Exposure of Your Research to Companies

Meet with Corporate Clients:
See Company listing

Contact School and Departmental Officers:
See Departmental Assignments

Participate in Conferences:
Lea Ann Maupin 258-9419
Maupin@ilp.mit.edu

Suggest a Seminar:
Debra A. Thibodeau 253-8990
Thibodeau@ilp.mit.edu

Suggest a Topic for *The MIT Report*:
Marilyn J. Jaye 253-8984 or
mit_report@ilp.mit.edu

Submit Working Papers and Preprints:
Marilyn J. Jaye 253-8984
E38-568

Announce your MIT Events:
Send email to: events-manager@ocr.mit.edu

Update your Listing in the KnowledgeBase:
K. C. Klingensmith 253-0422 or
http://cr.mit.edu/ilp/mit_only/knowledgebase/faculty.taf

Update your Multi-Sponsored Program Information:
(Collegia and Consortia)
K. C. Klingensmith 253-0422 or
<http://ilp.mit.edu/ilp/members/knowledgebase/programs.html>

Supplement Travel Funds

Coordinate your Travel with OCR Company Visits:
Debra A. Thibodeau 253-8990
Thibodeau@ilp.mit.edu

Enhance Your Knowledge and Perspective

Meet with Corporate Clients:
See Company listing

Search MIT Research and Expertise in the KnowledgeBase:
http://cr.mit.edu/ilp/mit_only/knowledgebase/faculty.taf
or K. C. Klingensmith 253-0422
klingensmith@ilp.mit.edu

Earn Discretionary Funds

Through Revenue Sharing Points:
Debra A. Thibodeau 253-8990

Through Finders' Fees:
Debra A. Thibodeau 253-8990
Contact Departmental Officers:
See Departmental Assignments

Overall Contacts

Director of Corporate Relations:
Karl F. Koster 253-0439

Director of Asian ILP Operations:
Carl A. Accardo 253-8983

Director of Operations (Administrative Officer):
Susan I. Shansky 253-0423

Receptionist:
Victoria McLaurin 253-2691

Faculty Liaison Coordinator:
Debra A. Thibodeau 253-8990

Managing Editor, *The MIT Report*:
Marilyn J. Jaye 253-8984

Webmaster:
K. C. Klingensmith 253-0422
klingensmith@ilp.mit.edu

GENERAL QUESTIONS ABOUT WORKING WITH OCR

Contact Faculty Liaison Coordinator:
Debra A. Thibodeau 253-8990

VI. MIT SCHOOLS, DIVISIONS, AND DEPARTMENT OCR OFFICER ASSIGNMENTS

School of Engineering

Joseph E. Baclawski
Rachel Oberai-Soltz

Department of Electrical Engineering and Computer Science

Adam T. Singer
Marie T. VanderSande

Department of Aeronautics and Astronautics

William J. Culbert

Department of Materials Science and Engineering

Randall S. Wright

Department of Chemical Engineering

Stephen L. Michaels

Department of Mechanical Engineering

James L. Rose

Department of Nuclear Engineering

William J. Culbert

Department of Ocean Engineering

Carl A. Accardo

Department of Civil and Environmental Engineering

Carlos A. Arcos

Division of Bioengineering & Environmental Health

Stephen L. Michaels

Engineering Systems Division

Donald A. McGowan

Sloan School of Management

Nathaniel H. Mayes
Anthony J. Knopp
Anthony C. St. George

School of Science

Robert L. Malster

Department of Chemistry

Donald A. McGowan

Department of Physics

Carl A. Accardo

Department of Earth, Atmospheric & Planetary Sciences

Anthony Turano

Department of Biology

John M. Sherwood

Department of Brain and Cognitive Sciences

Rachel Oberai-Soltz

Department of Mathematics

John M. Sherwood

School of Humanities and Social Science

Cynthia C. Bloomquist

Humanities (all Sections)

Beatrix E. Henize

Department of Political Science

Kenneth A. Goldman

Department of Economics

Francis D. Cassidy

Department of Linguistics and Philosophy

Kenneth A. Goldman

Program in Science, Technology, and Society

Randall S. Wright

School of Architecture and Planning

Cynthia C. Bloomquist

Department of Urban Studies and Planning

Cynthia C. Bloomquist

Department of Architecture

Cynthia C. Bloomquist

Program in Media Arts & Sciences

Kenneth A. Goldman

Whitaker College of Health Sciences and Technology

TBD

Lincoln Lab

TBD

For the most up-to-date information, see our web page:

<http://ilp.mit.edu/ilp/>

VII. ACTIVITIES AWARDED REVENUE SHARING POINTS

Activities	Revenue Sharing Points ❖
Visit In (faculty or staff member)	2
Visit In (graduate student)	1
Telephone conversation	1
Publications*	1
CV with publication list**	1
Expertise and research project description updates	1
Executive research briefing/formal presentation (at MIT)	8
Video conference	4
Video seminar/formal presentation via video conferencing	8
Visit out (1/2 day)	12
Visit out (full day—more than 4 hours)	24
Seminar at company	24
OCR Conference chairperson	24
OCR Conference/seminar presentation (>45 minutes)	12
OCR Conference/seminar presentation (<45 minutes)	8
OCR Conference materials (1 month prior)	3
OCR Conference materials (5 working days prior)	1

*Recent working papers, technical memos and technical reports only. Points are not awarded for published papers.

**Electronic version (if possible) to webmaster@ilp.mit.edu

NOTES:

- A “Visit In” is a one-hour meeting with a company representative on the MIT campus.
- A “Visit Out” is a meeting at a company location.
- Solicitation visits are included when arranged by the ILP.
 - Please remember that you could be eligible for a finders’ fee of up to 10% of a new ILP membership that you identify, solicit, and secure (see page 4 of the *OCR Guide for Faculty and Staff*)
- Points are not awarded for visits in/visits out without prior OCR approval.
- Points are not awarded for interactions for which the faculty member is compensated by the firm.

❖ To be eligible for Revenue Sharing Points, *the activity must be arranged by OCR*

VIII. OTHER MIT RESOURCES FOR WORKING WITH INDUSTRY

• Office of Sponsored Programs (OSP) Industrial Agreement Team (IAT)

The matching of an MIT investigator's interest and capability to a potential Sponsor's technical need is the first step toward an industrially-sponsored research program. The next step is to put in place an appropriate research agreement. This section of the OCR's *Guide for Faculty and Staff* explains the process for this second step and describes the role of the Office of Sponsored Programs (OSP) and its Industrial Agreements Team (IAT).

ROLE OF THE OFFICE OF SPONSORED PROGRAMS (OSP)

OSP is responsible for officially submitting research proposals to sponsors (industrial or governmental), for negotiating the terms and conditions of research agreements, and for executing the final agreements on behalf of MIT. Once a research agreement is signed, OSP will establish an account that allows receipt and expenditure of research funds. Here is a summary of the process by which the research agreement is put in place.

PROCESS TO ESTABLISH SPONSORED RESEARCH

- Researcher and sponsor agree informally on statement of work and budget.
- Researcher routes official proposal for MIT approvals.
- OSP receives, processes and approves proposal.
- OSP submits research agreement to Sponsor and requests review by TLO of background technology.
- Terms and conditions of agreement negotiated, as necessary.
- Agreement signed by the sponsor and MIT.
- Account established and funds invoiced.

INDUSTRIAL AGREEMENTS TEAM

Because industry funding contributes significantly to MIT research activities and continues to increase in importance, and because of the special issues that arise in negotiating sponsored research agreements with industry, OSP created the Industrial Agreements Team (IAT).

The IAT's role depends on the specifics of a proposal, but here are some ways that the IAT contributes:

• As Advisors and Negotiators

Within OSP, the IAT is a resource for the Contract Administrators (CAs) who first process the research proposal when other MIT approvals of the research proposal summary form are complete. Specifically, the IAT consults with the CAs about the need for special terms and conditions in the MIT research agreement, and advises the CAs when a potential sponsor has questions about or asks for revisions to the terms and conditions in the agreement MIT has provided. When there are significant issues—for example, when a sponsor requests special intellectual property terms or asks to negotiate from their own research agreement—the IAT takes the lead in the negotiation and, as appropriate, involves others in MIT responsible for licensing, intellectual property policy, and insurance.

• Tailoring Research Agreements

When sufficient information is available, and time allows, the best way to reach mutual agreement quickly is to avoid the need for extensive negotiation. This requires identifying as early as possible those aspects of a proposal that could be “sticking points” in the negotiation, and addressing them in the agreement that is first provided to the potential sponsor. One way the IAT does this is by reviewing the statement of work, consulting with the researcher, and then tailoring the initial agreement that is sent to the sponsor. For example, the statement of work may indicate the need to address ownership and license rights to joint inventions, or terms and conditions for visiting scientists.

• Through Early Contact with Sponsors

In order for industry-university relationships to be win-win, both parties must recognize the other's needs and preferences. Traditionally, OSP involvement has begun when a Contract Administrator receives an approved research proposal. However, earlier involvement by the IAT is highly beneficial.

Particularly with a new sponsor or a new representative of an existing sponsor, the negotiation and execution of an award can be facilitated by IAT understanding the potential sponsor's particular expectations for the research. Therefore, members of the IAT welcome the opportunity to meet with the principal investigator and potential sponsor even before the statement of work and budget have been finalized.

When the IAT has had the opportunity to explain MIT's policies and position early in the process, negotiations generally progress more quickly and more satisfactorily.

For this purpose, OSP has prepared an annotated version of the MIT “Sponsored Research Agreement” to familiarize industrial sponsors with the terms in the research agreement and MIT’s reasons for including them. (To receive a copy, please contact a member of the IAT.)

• Additional Assistance

IAT assistance with the research agreement does not depend on the origin of the contact between the researcher and potential sponsor, and is offered not only for single sponsor research agreements, but also for multi-sponsor research consortia and multi-institutional agreements.

Members of the IAT Team

Fritz Kokesh, PhD, Assistant Director for Industrial Agreements. Fritz has twenty years experience in industrial R&D at Phillips Petroleum Company where he was a bench researcher, research supervisor and planner, and was involved with both industry-university and industry-industry research collaborations. 253-3826; fkokesh@mit.edu.

Carol Carr, Esq., Associate Intellectual Property Counsel. Most recently, Carol headed the Office of Technology Transfer at Georgetown University. She has served as corporate legal counsel for small businesses, has worked in the United States Patent Office as a patent examiner, and practiced as a patent attorney in the chemical and mechanical arts. 258-7741; ctcarr@mit.edu.

Lucie Piazza, Contract Administrator.

Lucie has ten years of experience as a Contract Administrator in OSP serving Mechanical Engineering, Materials Science and Engineering, Materials Processing Center, the Center for Innovation in Product Development, and Architecture and Urban Studies. 253-3258; lpiazza@mit.edu.

Patricia Marcus, Administrative Staff Assistant to IAT. Prior to joining the IAT, Patricia worked for the Director of OSP and for the Coordinator of Industrial Issues in OSP. 258-8018; pmarcus@mit.edu.

• Intellectual Property Office

The Office of Intellectual Property Counsel is a campus resource for answering questions concerning intellectual property at MIT. You may contact the office with questions about:

- intellectual property at MIT including patents, copy rights, ownership of inventions and authored works
- confidentiality agreements
- material transfer agreements
- multimedia rights issues
- licenses to MIT–purchased software and data bases
- thesis copyrights
- permissions to reproduce MIT–copyrighted materials
- intellectual property rights in government and industry sponsored research
- questions relating to computer and Internet law and MIT Internet policy.

Contact:

Karen Hersey
Senior Counsel for Intellectual Property
MIT Office of Intellectual Property Counsel
Five Cambridge Center, NE25-230
Cambridge, Massachusetts 02142-1493
Telephone: 617-258-8980
Fax: 617-253-1850
<http://web.mit.edu/afs/athena.mit.edu/org/i/ipcounsel/>

• Technology Licensing Office

The Technology Licensing Office (TLO) manages the licensing and protection of patents, copyrights, and trademarks of developments from MIT, Lincoln Laboratory, and the Whitehead Institute, and serves as an educational resource on licensing matters for the MIT community.

The TLO is one of the most active university patent and licensing offices in the country. MIT’s technology licensing endeavor follows the mandate of the US Congress in the 1980s, through the Bayh-Dole Act and the Federal Technology Transfer Act, which gave universities title to inventions developed with federal funds.

Each year about 350 inventions result from research at MIT. These inventions and software are marketed through the TLO. The core of this office is a group of technically trained and business-oriented people. They work with industry, venture capital sources, and entrepreneurs to find the best way to commercialize new technologies.

MIT has had over 1,000 issued US patents in its portfolio, many with foreign counterparts. In each of the past five years, over 100 US patents have been issued to MIT and 50-75 option and license agreements have been signed. Many of its licenses are exclusive.

MIT uses licenses to its intellectual property to induce development of inventions into products for the public good. Licenses to patents and copyrights protect those companies taking the risk of development. Royalties derived from licenses support further research and are shared with inventors to provide incentives for further innovation.

The TLO helps MIT:

- show tangible benefits of taxpayers' support for fundamental research
- attract faculty and students
- generate industrial support of research
- generate discretionary income
- generate new job opportunities for graduates

Contact:

Lita Nelsen

Director, Technology Licensing Office

Five Cambridge Center, NE25-230

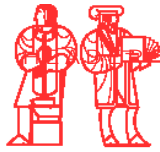
Cambridge, Massachusetts 02142-1493

Telephone: 617-253-6966

<http://web.mit.edu/afs/athena.mit.edu/org/tlo/www/>

To find a particular TLO staff member, go to:

<http://web.mit.edu/afs/athena.mit.edu/org/tlo/www/tlostaff.html>



MIT Office of Corporate Relations

SUMMARY GUIDE FOR FACULTY AND STAFF

- OCR Mission

The mission of the Office of Corporate Relations is to create and strengthen mutually beneficial relationships between MIT and corporations worldwide.

- Benefits to Faculty

Enhance Exposure of Your Research to Companies:

- Obtain research, gift and other support as a result of one-on-one sessions with OCR client company representatives
- Increase student fellowships and employment opportunities from companies when matches with their interests and recruiting objectives are identified
- Identify consulting opportunities when discussing specific problems with company visitors
- Publicize your research through:
 - The MIT Report*
 - Email event announcements OCR sends to clients
 - The KnowledgeBase, OCR's on-line directory of MIT research
 - Participation in ILP Conferences
 - Presentation at an ILP Seminar

Supplement Your Travel Funds by participating in OCR-sponsored travel to company sites.

Enhance Your Knowledge and Perspective:

- Learn about industry, including current issues and trends
- Obtain feedback on your research
- Gain examples for teaching
- Learn about MIT research through the OCR KnowledgeBase, at the OCR/ILP Web site:
<http://ilp.mit.edu/ilp/>

Earn Discretionary Funds:

- Through ILP revenue sharing when you participate in ILP and other OCR activities
- With finders' fees when you help bring companies into the ILP

For further information, contact your departmental representative on the OCR Staff or Debra Thibodeau, Faculty Liaison Coordinator, at 617-253-8990.

PRIMARY BENEFITS AND OCR STAFF CONTACTS

Enhance Exposure of Your Research to Companies

Meet with Corporate Clients:
See Company listing

Contact School and Departmental Officers:
See Departmental Assignments

Participate in Conferences:
Lea Ann Maupin 258-9419
Maupin@ilp.mit.edu

Suggest a Seminar:
Debra A. Thibodeau 253-8990
Thibodeau@ilp.mit.edu

Suggest a Topic for *The MIT Report*.
Marilyn J. Jaye 253-8984 or
mit_report@ilp.mit.edu

Submit Working Papers and Preprints:
Marilyn J. Jaye 253-8984
E38-568

Announce your MIT Events:
Send email to: events-manager@ocr.mit.edu

Update your Listing in the KnowledgeBase:
K. C. Klingensmith 253-0422 or
http://cr.mit.edu/ilp/mit_only/knowledgebase/faculty.taf

Update your Multi-Sponsored Program Information:
(Collegia and Consortia)
K. C. Klingensmith 253-0422 or
<http://ilp.mit.edu/ilp/members/knowledgebase/programs.html>

Supplement Travel Funds

Coordinate your Travel with OCR Company Visits:
Debra A. Thibodeau 253-8990
Thibodeau@ilp.mit.edu

Enhance Your Knowledge and Perspective

Meet with Corporate Clients:
See Company listing

Search MIT Research and Expertise in the KnowledgeBase:
http://cr.mit.edu/ilp/mit_only/knowledgebase/faculty.taf
or K. C. Klingensmith 253-0422
klingensmith@ilp.mit.edu

Earn Discretionary Funds

Through Revenue Sharing Points:
Debra A. Thibodeau 253-8990

Through Finders' Fees:
Debra A. Thibodeau 253-8990
Contact Departmental Officers:
See Departmental Assignments

Overall Contacts

Director of Corporate Relations:
Karl F. Koster 253-0439

Director of Asian ILP Operations:
Carl A. Accardo 253-8983

Director of Operations (Administrative Officer):
Susan I. Shansky 253-0423

Receptionist:
Victoria McLaurin 253-2691

Faculty Liaison Coordinator:
Debra A. Thibodeau 253-8990

Managing Editor, *The MIT Report*.
Marilyn J. Jaye 253-8984

Webmaster:
K. C. Klingensmith 253-0422
klingensmith@ilp.mit.edu

GENERAL QUESTIONS ABOUT WORKING WITH OCR

Contact Faculty Liaison Coordinator:
Debra A. Thibodeau 253-8990