



Federal Laboratory Consortium  
for Technology Transfer

# Technology Transfer for Beginners



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# Moderator and Trainer



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# Trainers



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# Agenda

- What Is Federal Technology Transfer?
- Why is T2 Important?
- Understanding Intellectual Property
- The T2 Process and Your Role In It
- Your Toolbox
- Case Studies

# Sign-in Procedures

- Sign in this morning and afternoon to verify that you completed the course.
- We will pass around the sign-in sheet.

# Course Materials

- Course book and handouts
- “The Green Book”
- T2 Desk Reference
- Don’t have materials? Check in at registration to pick them up.

# Add/Drop

- Not the course for you? You can add/drop till 9:45 am.
- Trade in your books at the registration desk.
- Be sure to sign in to your new course.

# Evaluate the Course

- Your feedback is our most useful tool!
- Evaluation form in your books.
- Hand it in at registration.

# Credit

- You can still register for continuing education credit at [eu.montana.edu/flc](https://eu.montana.edu/flc).
- You'll receive “credit” for completing this course in the form of an online badge you can share with your social networks. Look for an email from Credly for your badge.

# What Is Federal Technology Transfer?



Process by which federal

**Knowledge**

**Facilities**

**Capabilities**

are used to fulfill public  
and private needs



- Further **development** or **commercialization** by a partner
- **Collaborative research** to solve a joint problem or technology need
- Way to get federally developed technology to the **marketplace**
- **Assistance** to nonfederal parties that they **can't get elsewhere**

# Federal Labs Can Partner With...

- Businesses?
- Academia?
- Nonprofits?
- Government entities?
- Foreign entities?
- Individuals?
- Other?

✓ YES

**Can you think of an example?**

**Is this T2?**

# Proportional Integral Derivative

# True or False?

A lab needs a ton of money and high-impact research to perform T2.

**FALSE**

## This Is T2

A scientist at a federal lab isolates a new chemical compound. A multinational corporation pays the lab a licensing fee to use that compound in the new allergy medicine it hopes to sell.

## This Is T2

A military research facility has identified the properties of a new material that could make troops' clothing safer and lighter. The Department of Defense starts looking for manufacturers who can perfect this material and turn it into the uniforms the troops need.

## This is T2

Inventors have designed a prototype, but need to make sure it works under very specific extreme wind conditions. They turn to a federal lab that has the best type of wind tunnels for these simulations. For a small fee, the inventors use the lab's wind tunnel facility and testing equipment to validate the prototype.

## This Is T2

A federal scientist and an entrepreneur are both trying to improve solar panels. They decide to pool their efforts and work together to develop a cheaper, smaller solar panel than any other on the market.

## This Is T2

Scientists from NASA, NOAA, EPA, DOE establish a joint project to track and map climate data analysis.

## This Is T2

A small business can't figure out why its latest quality tests aren't working. A scientist at federal lab is the industry's foremost expert, and spends several hours looking at the company's work and makes recommendations.

## This Is T2

Farmers go online to access public data sets about water quality and weather trends published by federal agencies.

T2 is made possible by a series of laws authorizing these activities.



# It's Different at Each Agency

- Not all laws govern all agencies
- Laws apply differently
- Agency codes of regulations differ
- Legal interpretations vary



Legal interpretations

Policies

Regulations (CFR)

Laws (US Code)

# Why Is Federal T2 Important?





**LAW**



**IMPROVE OUTCOMES**



**RETURN ON INVESTMENT**



**PROTECT INTELLECTUAL  
PROPERTY**



**MONEY FOR R&D**



**HELP ECONOMY**

## **THE RISE OF T2**

***Post WWII, federal research skyrocketed, and the government took ownership of the inventions it***

# Stevenson-Wydler Act

1980

- T2 is a **priority**
- Establishes **ORTA**

Space Act  
1958

E.O. 10096  
1950

FOIA  
1966

# Bayh-Dole Act

- 1980
- Inventors retain **title**
  - **Government Use License**

# Federal Technology Transfer Act

1986

- Authorizes CRADA
- Charters FLC
- More T2 incentives

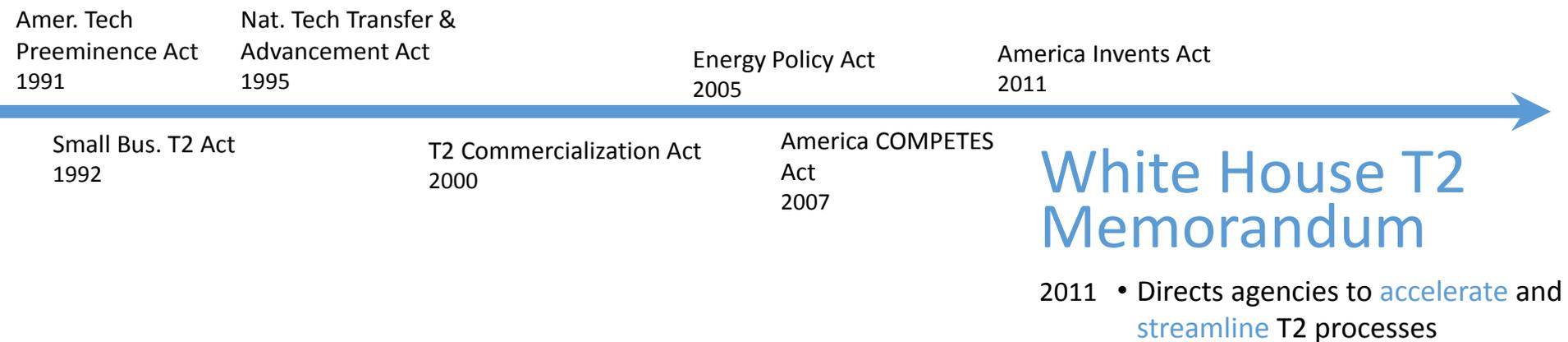
Omnibus Trade & Comp. Act  
1988

Small Bus. Innovation  
Dev. Act  
1982

E.O. 12591  
1987

# National Competitiveness Tech Transfer Act

- 1989
- Extends CRADA authority to GOCOs



Other authorities spring up  
as T2 grows



## T2 Helps Industry ...

- Gain access to unique skillsets and capabilities not privately available
- Leverage federal resources to get products to market faster
- Improve their research by sharing information and resources

# T2 Helps the Public/Citizens...



**Solves market needs**



**Increases access  
to information**



**Creates jobs**



**Yields greater return  
on their tax dollars**

## T2 Helps Your Lab...

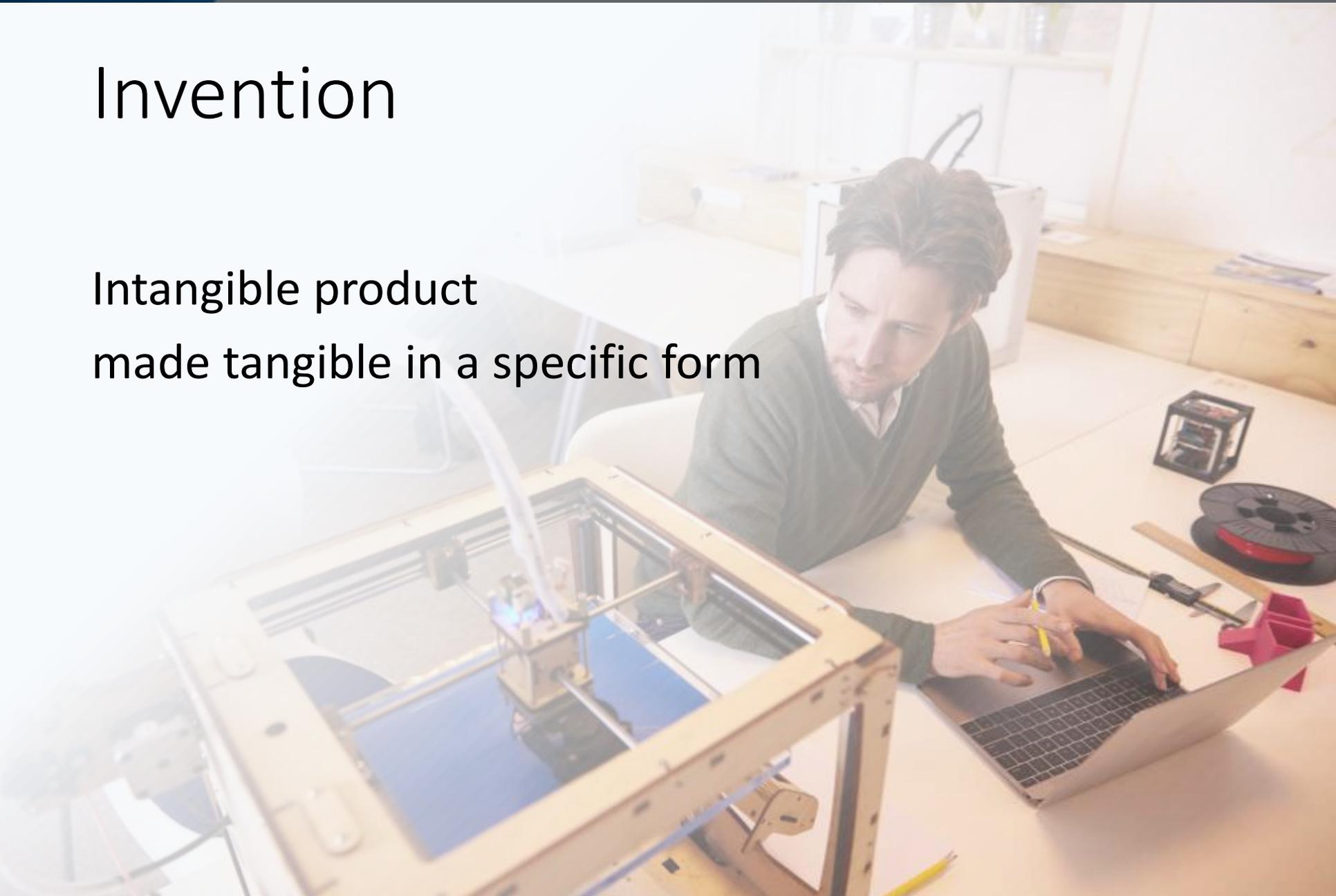
- Reward its inventors
- Advance its R&D missions
- Access industry resources and expertise
- Become recognized for its capabilities
- Augment budget/recoup costs (an incidental benefit)

# Intellectual Property



# Invention

Intangible product  
made tangible in a specific form



# IP Matters Because

- **F**ounded in the U.S. Constitution
- **A**dvance technologies
- **C**redit to leading experts
- **E**conomic value



Important to T2 Because



# Balancing Act

**Promote creativity**  
**Public access**

**Promote competition**  
**Right/need to control use**



# Patent

Protects new and useful:

- **C**omposition of matter
- **A**rticles of manufacture
- **M**achines
- **P**rocesses

...and new and useful improvements to all of these.



Allows owners to **exclude** others:

- **S**elling
- **U**sing
- **M**aking
- **O**ffering to sell



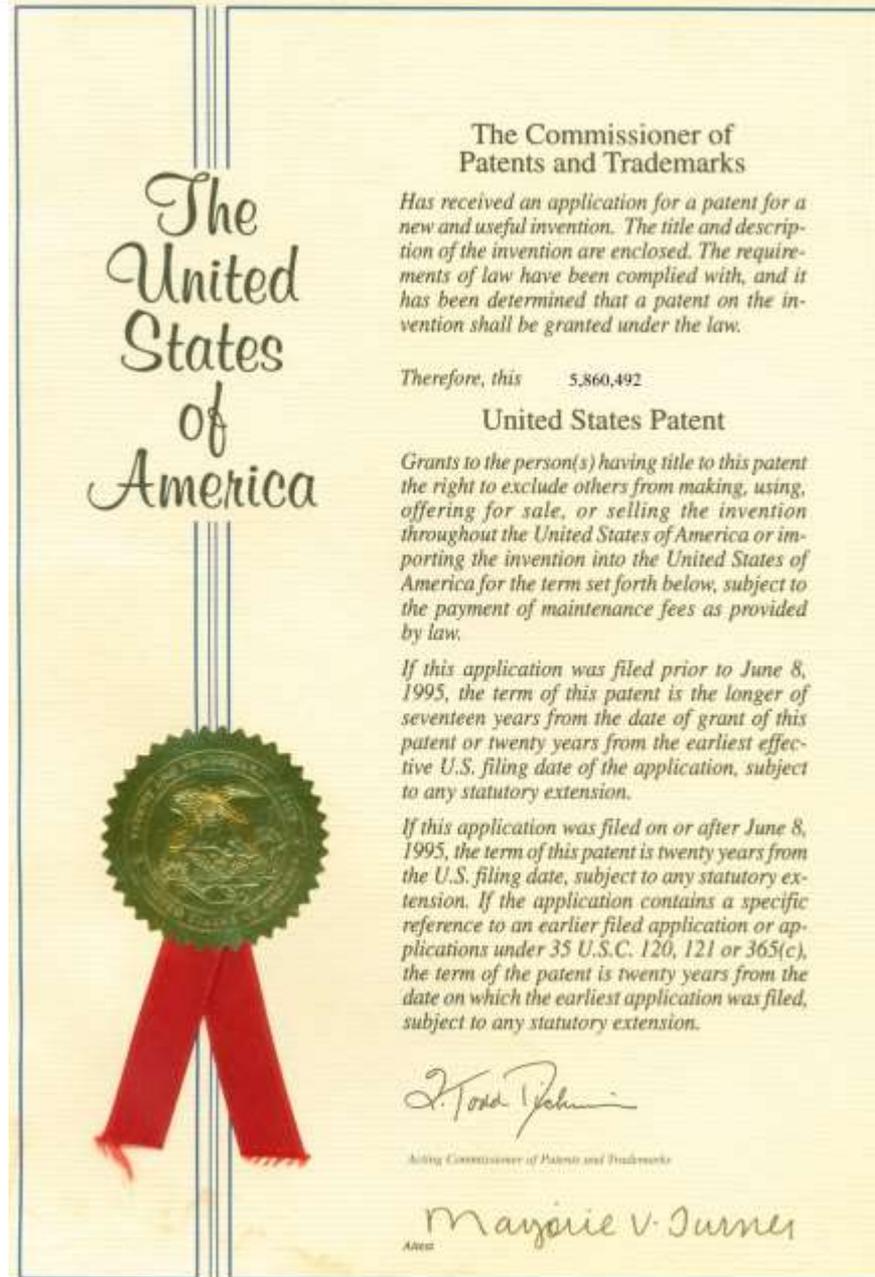
# Invention Must Be

- **N**ovel
- **U**seful
- **N**on-obvious



# Seeking a patent

The first inventor to file for a patent is the one who gets it. (The U.S. adopted this standard in 2011 with the America Invents Act.)



# Seeking a U.S. patent: Patent Prosecution

1. Engage IP attorney
2. Submit patent application to USPTO
  - Optional – provisional application
  - Non-provisional application

If granted, a patent protects your IP for 20 years from your filing date.



# Seeking a foreign patent: International Prosecution

Patent Cooperation Treaty  
establishes filing dates.

1. File PCT application
2. Then file in national stages  
based on those dates.

Dates and duration for protection  
vary by country, but are strict.

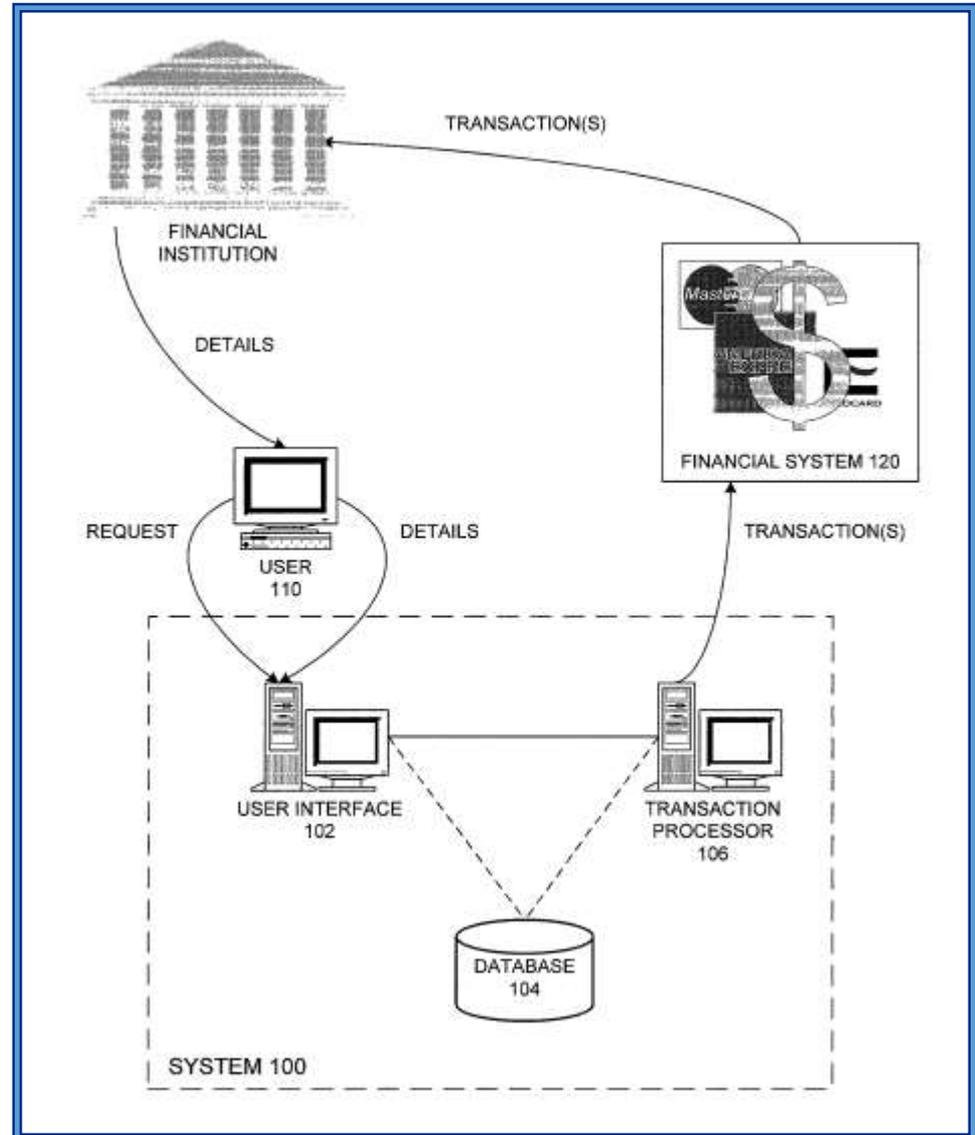


# What is this?

A system and method for verifying a financial instrument or a user's authorization to use a financial instrument. The system initiates one or more verifying transactions involving the instrument, with details that may vary from one transaction to another, such as the type of transaction (e.g., deposit, credit, debit), amount of the transaction, number of transactions, the merchant or vendor name or account for the transaction, and so on. Selected details, particularly variable ones are saved in the system. The user accesses information regarding the transaction, by accessing it on-line, via telephone, in a monthly statement, etc. The user then submits the requested details to the system, which compares them to the stored details. If they correspond, then the user may be allowed to use the instrument (e.g., for a purchase, a fund transfer).

## Answer

A PayPal business method  
(U.S. Patent 7,430,537)



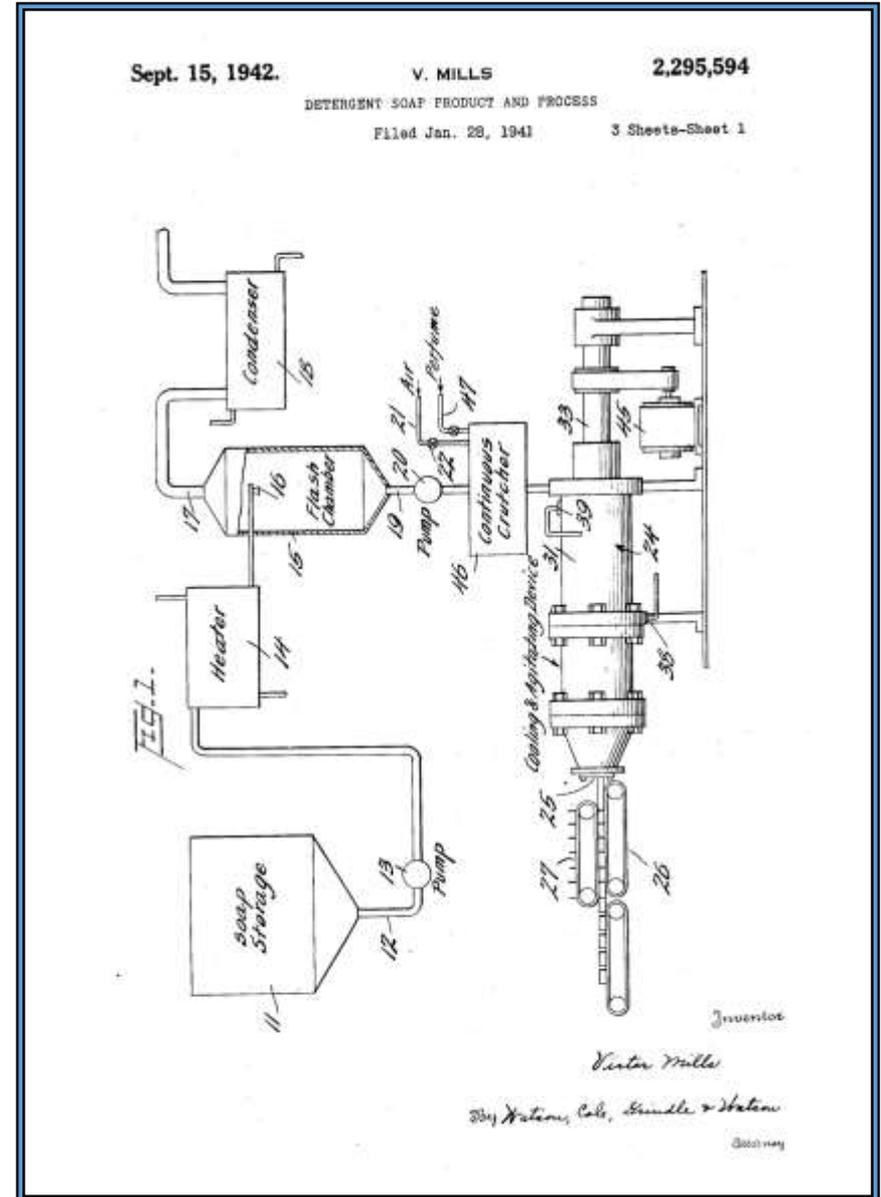
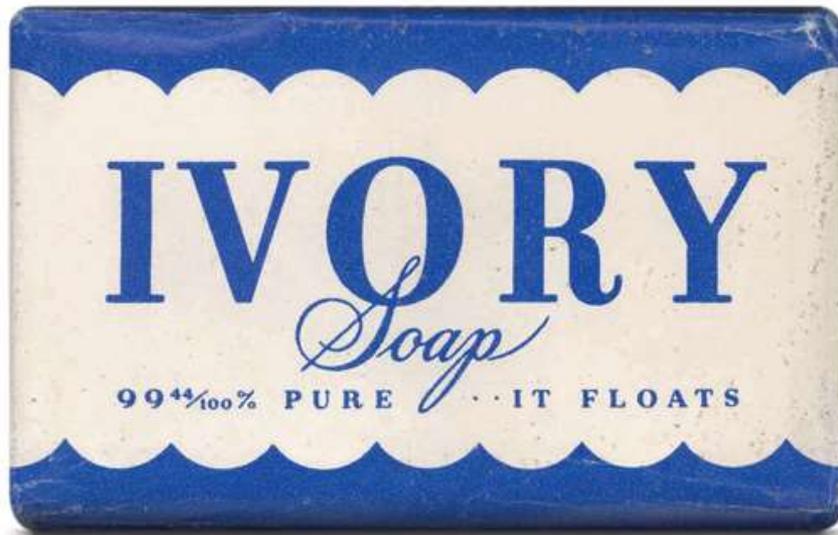
# What is this?

The principal object of my invention is to provide by a relatively simple, economical, and continuous process a solid extruded soap containing a substantial proportion of soap in the readily soluble beta phase, and exhibiting a combination of other desirable characteristics not found in other soaps of similar phase composition. An especial object is to produce soap having a high sudsing rate, in all cases higher than the sudsing rate of ordinary framed soap of identical chemical composition, a quality which makes my new soap especially suited for use in hard water or in cold water.

A feature of the invention is that an aerated soap may be treated, without essential alteration of the steps of the process, in such a manner that it will be given an improved sudsing quality, thus producing a floating soap having all the desirable characteristics of my product.

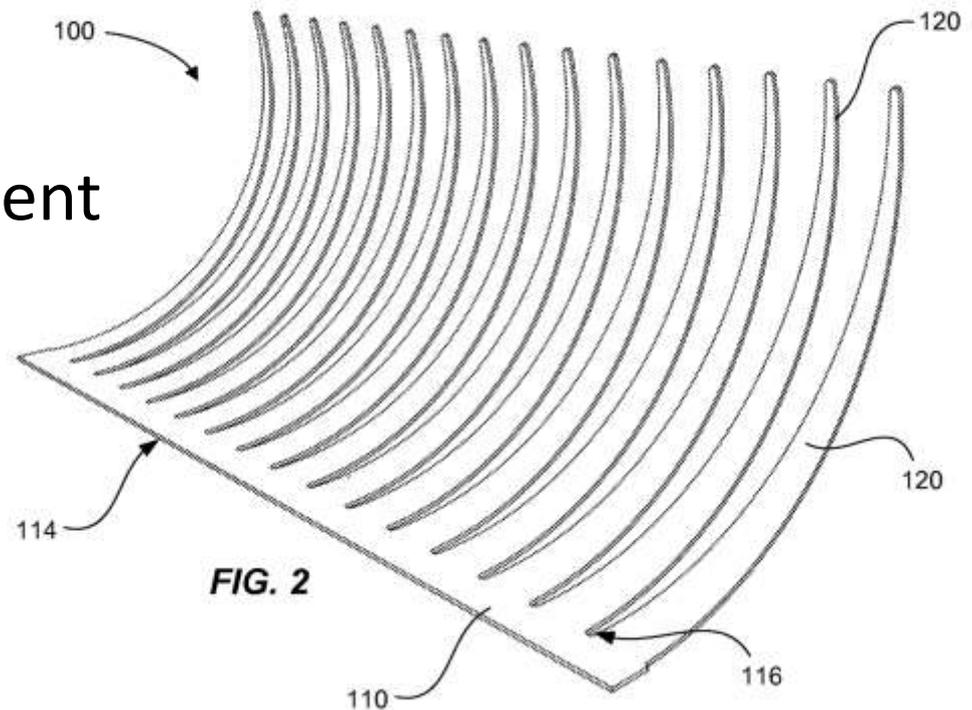
# Answer

A process for making Ivory Soap  
(U.S. Patent 2,295,594)



The figure below is from a design patent for what?

- A. Hair comb
- B. Headlight accessory
- C. Mustache guard
- D. Salad serving implement



# A. Headlight Accessory



# Why It Matters

- Foundational for T2
  - Allows government to protect how its inventions are used
  - Lets government grant technology to commercializers without having to give it to everyone
- Royalties incentivize invention for some
- Making money is a business incentive

What do you mean, did I check for any similar applications? Do I look like an IP attorney to you?



# Trademark

- Name/style of logo and product
- Protects:
  - Word
  - Symbol
  - Or combination thereof

to indicate a source of goods



TM = unregistered goods

SM = unregistered services

You can claim use, but not a formal legal protection



= registered trademark (legal protection granted by USPTO)

- Must be renewed every 10 years
- Protected as long as mark is in use

# Why it Matters

- Some federal agencies can use trademarks – if authorized by Congress
- Important for preserving perception – brand, marketing, quality (key T2 concepts)

**BIG MAC<sup>®</sup>**



**BURGER**





Blue Button  
**Download  
My Data** ®



**MARINES**  
**THE FEW. THE PROUD.**



(Service branches have special authority.)



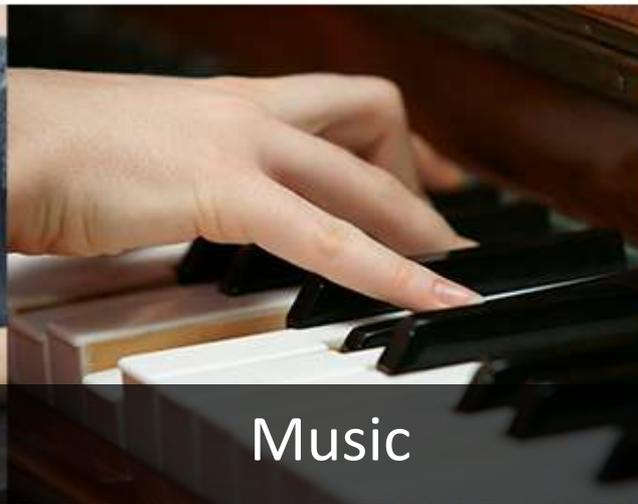
# Copyright



# Tangible Expression of products of the mind ... (not subject matter)



Writing



Music



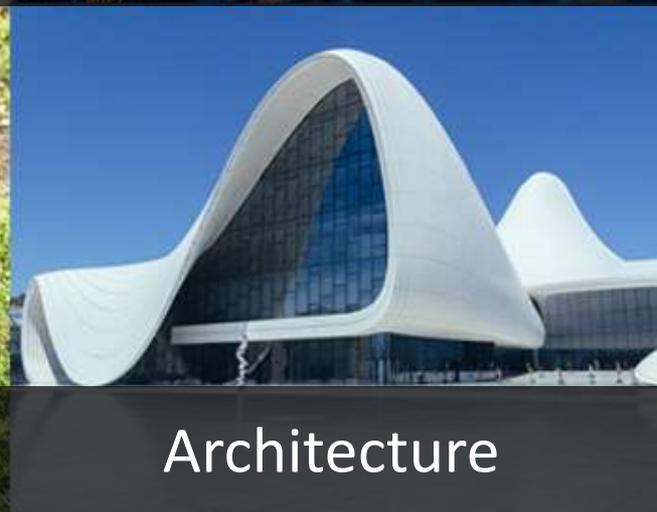
Software



Movies



Painting



Architecture



= registered with U.S. Copyright Office

Copyright doesn't **require** registration, but you need it to protect against infringers

Protected for the author's  
Life + 70 years



# Feds can't receive copyright\*

\*...sort of.

- Can hold rights transferred to them
- Some laws are slowly changing because of **software**



# Why It Matters

- Groups you work with may have or want to:
  - Protect their copyright
  - Give their copyright to you
- Software is an increasing T2 concern

# Trade Secrets

- Kept from public knowledge
- Gives owner a competitive advantage



# Requirements

# 1

## Novelty



# 2

## Secrecy



Can be kept as long as those who know the secret keep quiet.

Not registered anywhere...but stealing/misuse is still illegal.

# Coke Formula

*Coca-Cola*

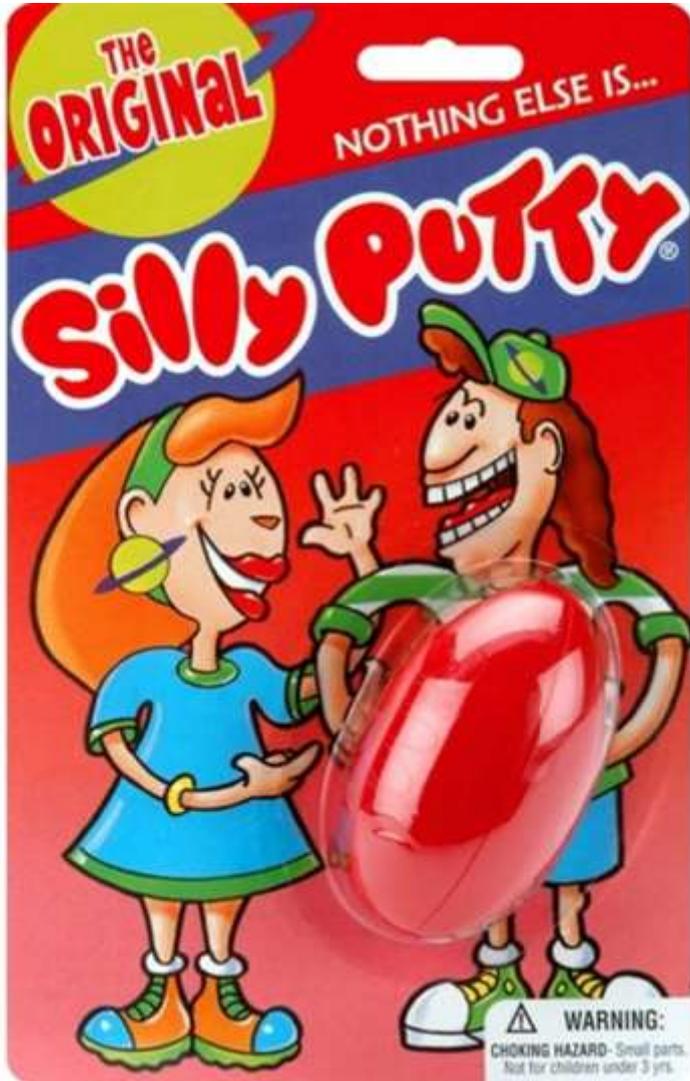


# Bush's Baked Beans



*Recipe* 

Recipe:		Page:
Ingredients:	Directions:	



# Why It Matters

- Feds can't have trade secrets (that's why we have classified info)
- But T2 partners may, and they need to keep them safe – and will want to know you can protect their secret.

# The T2 Process and Your Role In It



# Your Role



# The T2 Office...

- What law?
- Official authority
  - Agency heads delegate signing authority to lab directors
  - ORTA/T2 office formally designated at labs or agencies

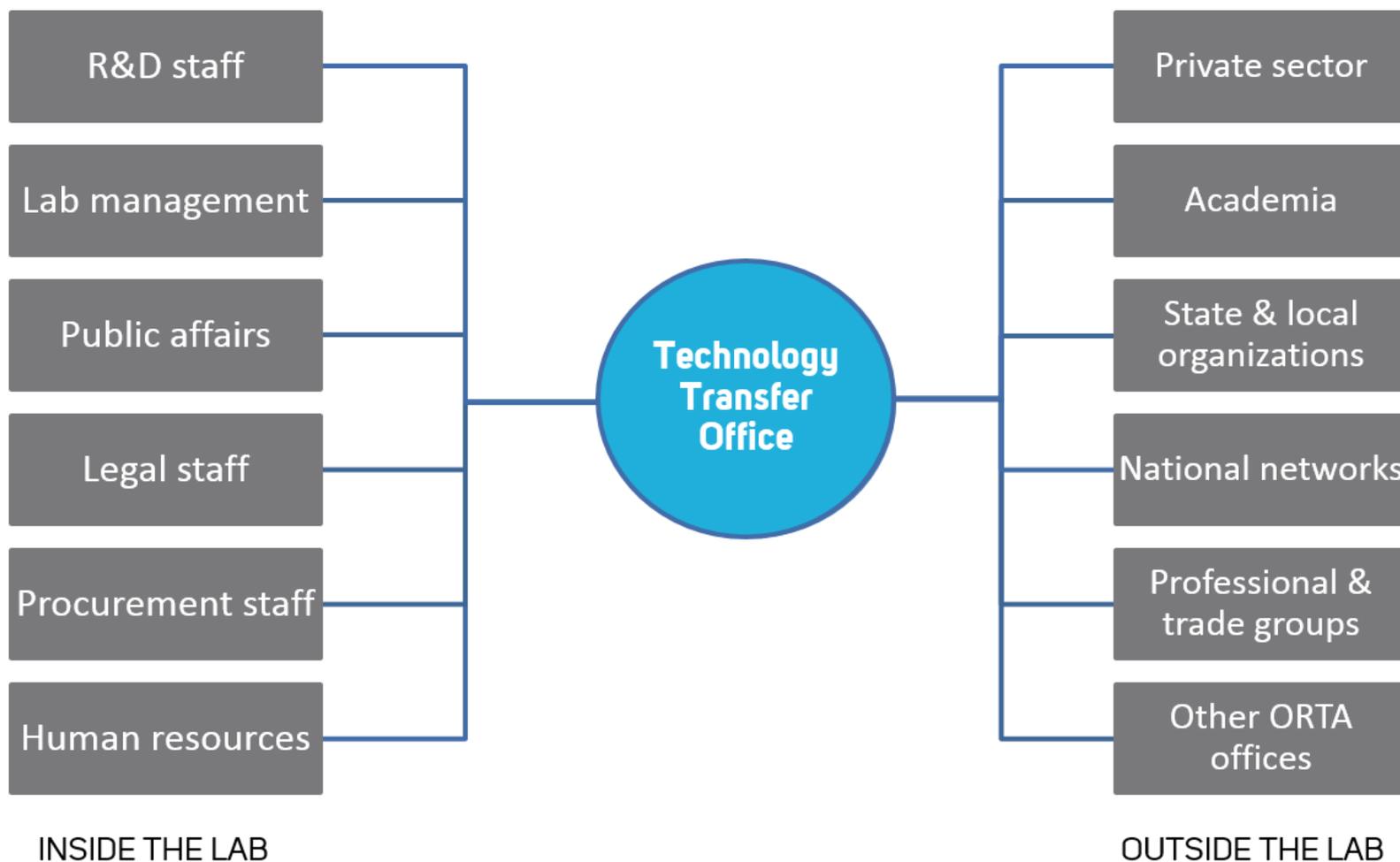


Some large....

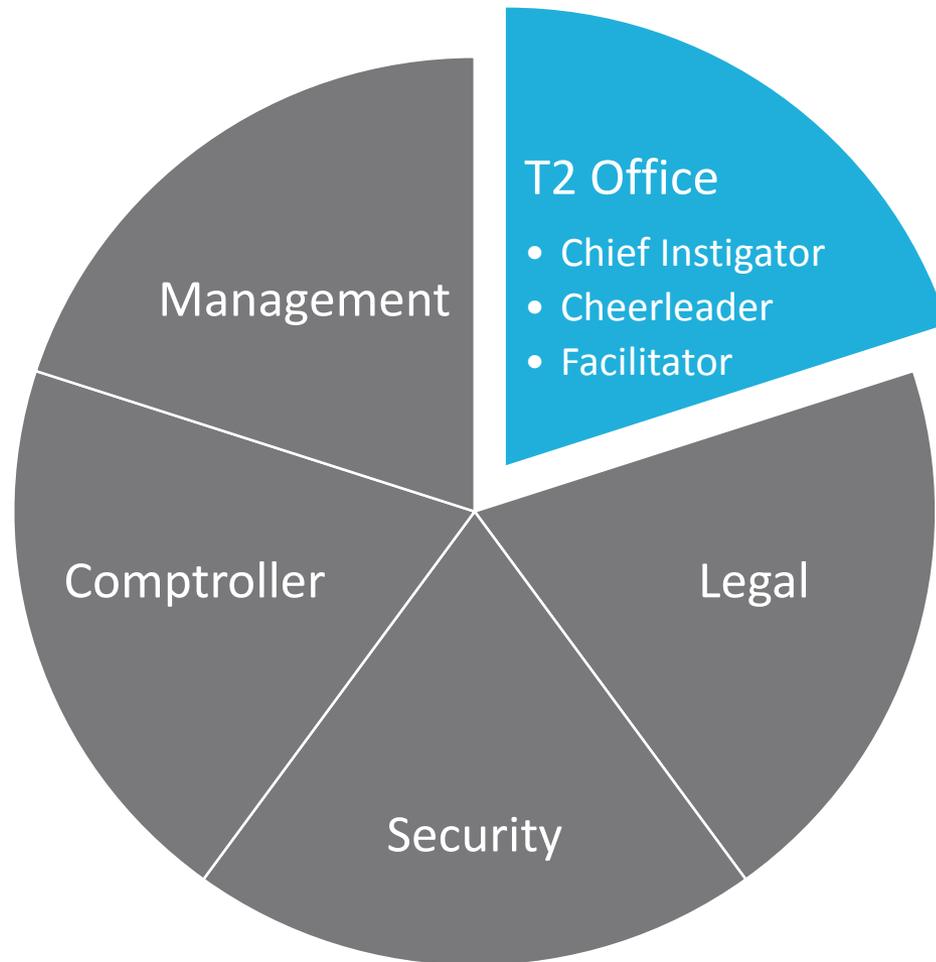


Some tiny

# Focal point for T2



# Roles Inside the Lab



# T2 Office Duties May Be...

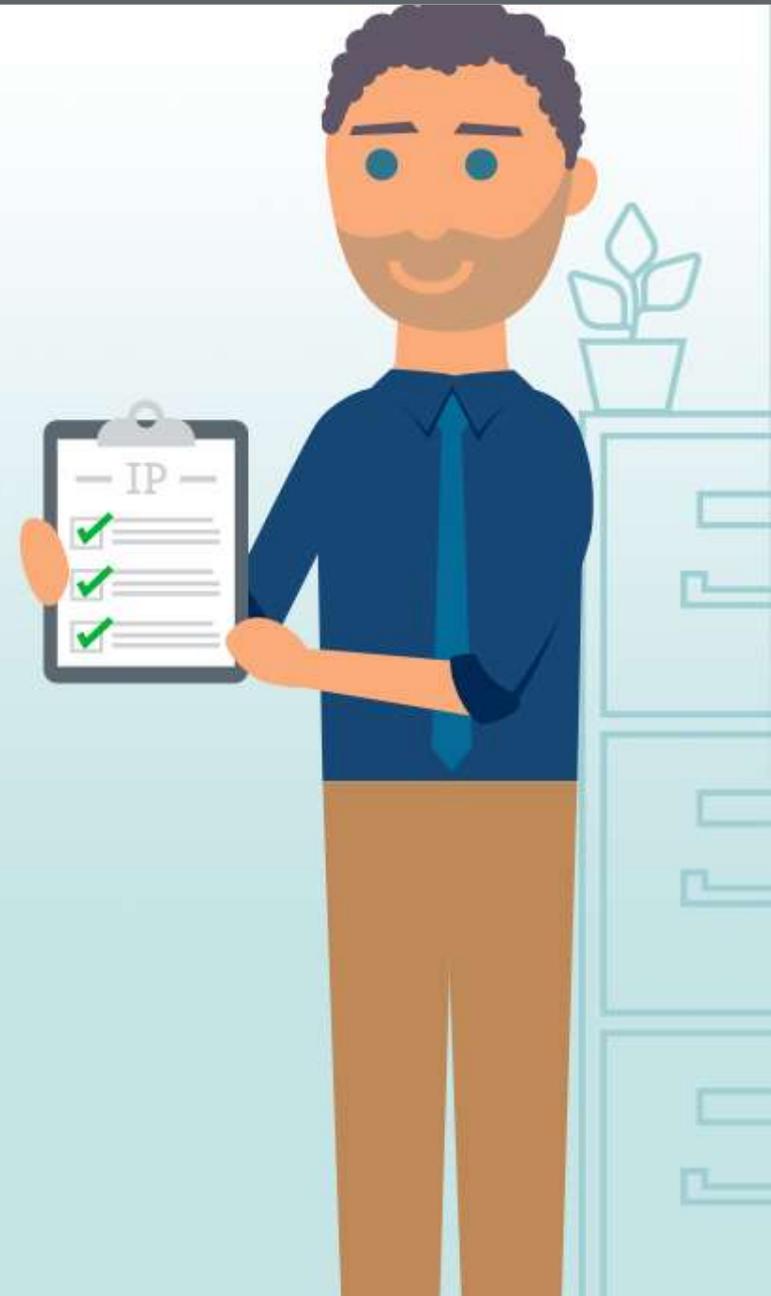
## Agreements/ Mechanisms

- Choose
- Develop
- Negotiate
- Shepherd



# IP

- Help identify
- Track disclosures
- Work with patent counsel
- Deal with subject inventions
- Manage licenses and agreements



# Legal Authorities

- Keep up to date on laws
- Educate others
- Search for creative ways to do T2 while meeting legal requirements



# Marketing

- Promote lab technologies and capabilities
- Inform on the value of T2 and the lab (internal AND external)



# Networking/Outreach

- Industry
- Other labs
- Economic communities/  
development orgs
- State & local governments
- Academia
- Venture capitalists
- Etc.



# Expert

- Stay knowledgeable
- Know mechanisms in and out
- Train and educate lab staff



# Tracking/Reporting

- Metrics
- Results
- Process
- Impact



# Represent Your Lab in FLC

- Vote (if official Lab Rep)
- Submit successes, lab, awards
- Get updates
- Maintain lab's FLC Business data



- Some labs/agencies have you do more than others do



# T2 Mechanisms

The authorities and agreements that make it happen



“Well, I want to get a CRADA in place and do an MTA because my partner and I think we can...”

**NOPE**



“Don’t tell me how to do it, tell me **what you want to do.**”

**YOU  
ARE THE  
EXPERT  
ON THIS.**



# What you can do depends on:

- Project
- Law
- Policies

# THE BIG 2

- **LICENSE**
- **CRADA**



LICENSING:

**“THE UTILIZER”**

OF GOVERNMENT  
INVENTIONS



Contract that sets an IP owner's terms to give another party permission to use the IP

**S**ell

**U**se

**M**ake



# Refresher

- All these things can (sometimes) be licensed:
  - Patented processes, machines
  - Plant varieties
  - Software
  - “Other” inventions



## Licenses can:

- Be for research or commercialization
- Be royalty free or income-bearing
- Divide rights to IP by field of use, geography, etc.
- Include lab support or not

# License Types



**Nonexclusive**



**Exclusive**



**Partially exclusive**



**Co-exclusive**

# License Requirements – Government **Musts**:

- Substantial U.S. manufacturing
- Small business preference
- Government Use License retained

# Negotiables – Government “Can-Bes”\*:

- Royalties
- Ties to CRADAs
- Fields of use



\*Depends on agency policies

# When Can You Pursue Exclusivity?

- Easy:
  - If you invented it together
- Hard:
  - Scope is what's needed – not more
  - Doesn't suppress competition
  - Practical application won't work without it
  - It's critical for getting the necessary capital investment



## Watch For – Ethical Issues:

- Keep inventors out of negotiations
- Use royalty income appropriately (e.g., no hiring fed. employees)
- Keep any CBI from licensees protected/secure



**CRADA:**

**“THE FLEX”**

**(FLEXIBLE  
COLLABORATION  
MECHANISM)**



Agreement with a partner to conduct joint R&D

- **P**: Help **private** sector improve technology or processes
- **Y**: Work with partners to improve lab's (**your**) technology or processes
- **T**: Develop a technology or process **together**



## Q: Who Can You Partner With?

A: Just about anyone.

- Nonfederal parties
- One or more parties
- Foreign parties



# What's the point?

- Better science
- Recognition for your work
- More funds to the lab
- More bang for your buck
- Help the economy
- “Ins” with industry trends



# What's in it for me?

- Access to federal facilities, expertise
- Advance your R&D with existing resources
- Help create a product
- Invent things
- More bang for your buck
- First right to negotiate exclusive license



# What about us?

- Solves public problems
- Gets products to market faster
- Increases return on tax dollars
- Creates industries/jobs



# CRADA Criteria



**Collaborative**



**Nonfederal partner**



**Consistent with mission**

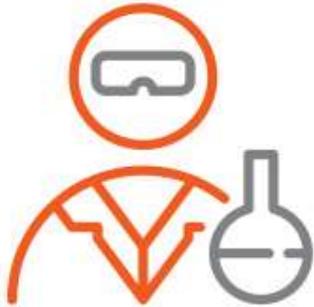


**In-kind contributions**

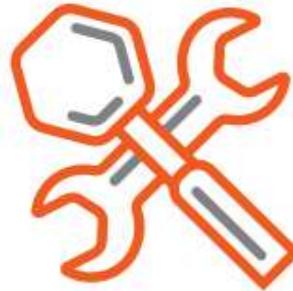


**No federal funds out**

# You can provide



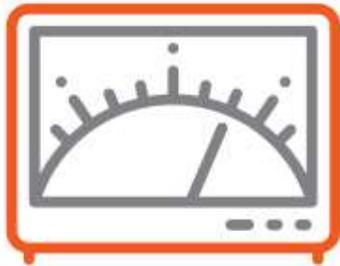
**PERSONNEL**



**SERVICES**



**FACILITIES**



**EQUIPMENT**

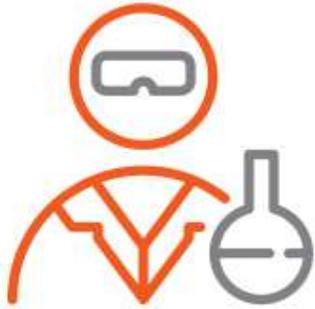


**OTHER RESOURCES**



**NOT FUNDS**

# Partners can provide



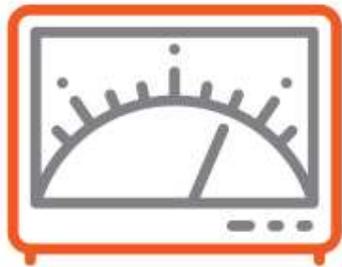
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**OTHER RESOURCES**



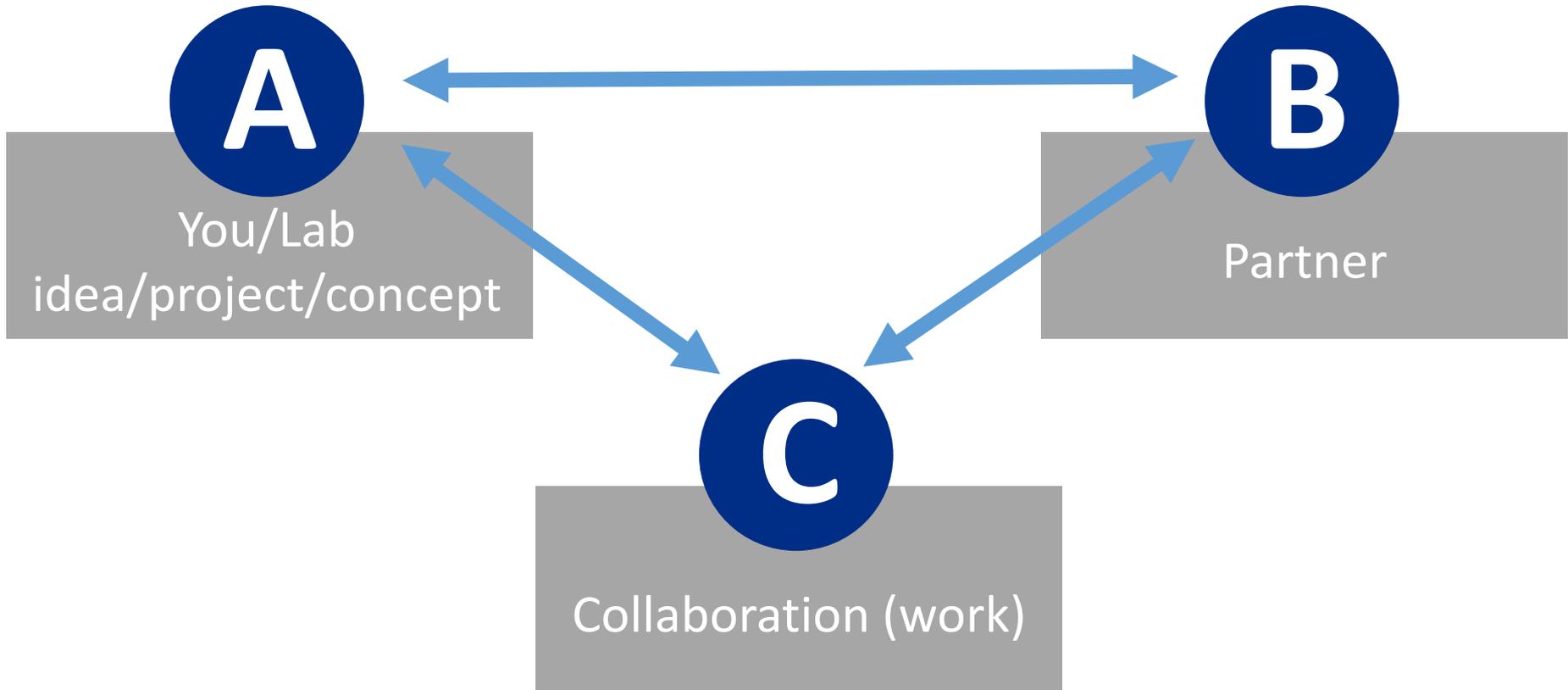
**AND FUNDS**

# Protecting Proprietary Info



- Patent application
- Freedom of Information Act
- Subject invention
- 5
- Exception
- Confidential Business Information
- Generated

# The CRADA Triad



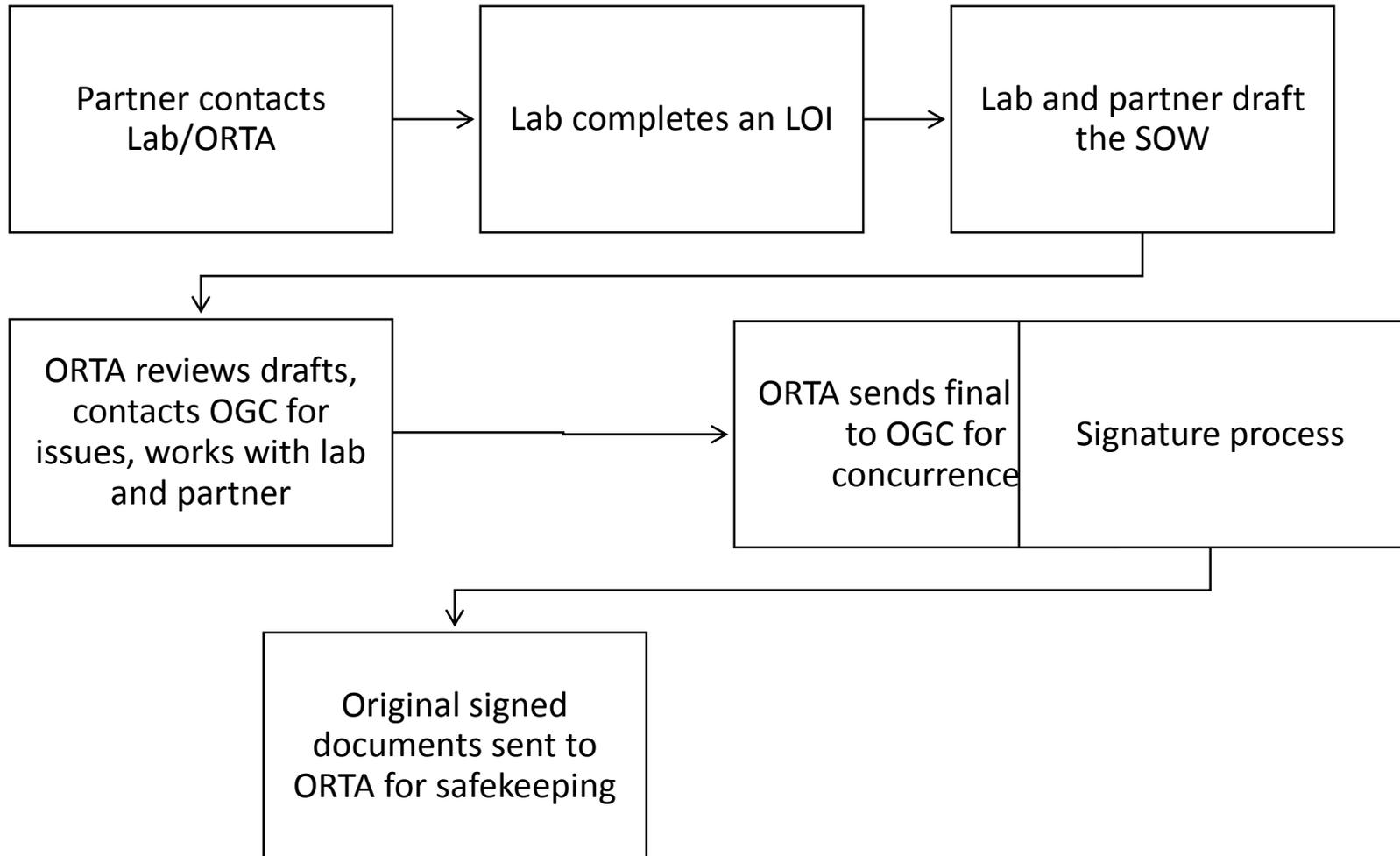
You can start at A or B. How you get to C depends on how you start.

# Start at A: If you're looking for a partner

- Advertise
- Fair & open competition
- Clear selection criteria

(FedBizOpps, Fed Register, FLC Business, etc.)

## Start at B: If a partner contacts you



# Typical CRADA Components

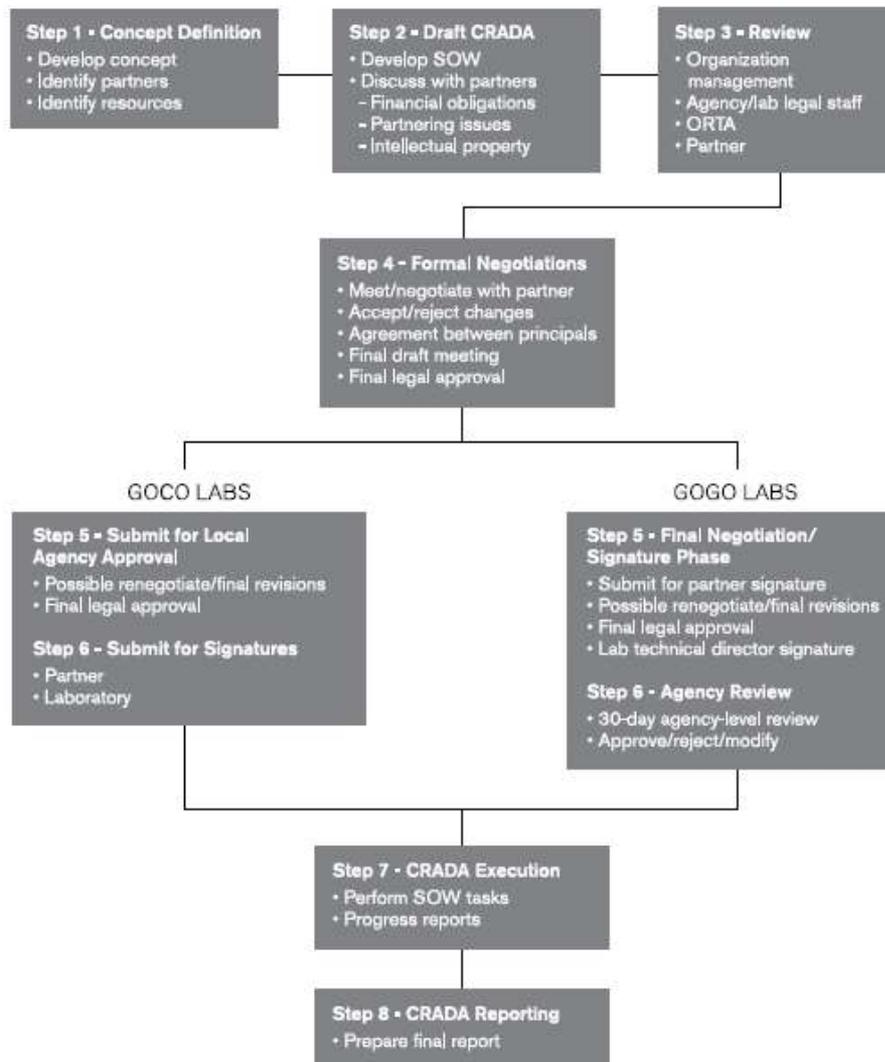
## **Precursors**

- NDA
- LOI -> SOW

## **Sections**

- Definition/Scope of Project
- Key Personnel
- Project Duration
- Costs and Expenses
- Data/Intellectual Property Rights
- Liability
- U.S. Preference
- Option to Pursue Follow-On License
- How to Change the Agreement
- Dispute Resolution
- Termination

## Negotiation Process



# After It's Signed

- PI and partner: do the work of the project (perform the SOW)
- You:
  - get reports, track data
  - Process amendments/extensions
  - Conduct close-out procedures
  - Address disputes if necessary
  - **MAYBE: Address IP, licenses**



## CRADA Sub-Types



- May be different templates/uses for
  - **MCRADA/MT CRADA**  
(for transfer of material with a little collaboration)
  - **Special Purpose CRADA**  
(shorter version for very specific uses)
  - **Clinical Trial CRADA**  
(with extra provisions to deal with human subjects)
  - **Limited Purpose CRADA**  
(more focus on transfer of material or equipment)
  - **Multiparty CRADA**  
(with extra provisions to account for more partners)

# Other T2 Mechanisms Allow For:

- Helping partners
- Planning collaborations
- Providing funds to partners
- Providing consulting or services
- Resource sharing
- Use of facilities
- Alliances
- Informal/collegial exchanges



# Transfer of materials

- Lab or partner shares a piece of technology or other material for research purposes
- Protects existing IP but grants no rights
- Common mechanism: Material Transfer Agreement

# Facility Use

- Private party uses federal facility or engages lab to do so
- Can be proprietary or non-proprietary
- Common elements:
  - Cost recovery
  - No equivalent facilities in the private sector
  - Fair access
  - “Designated” facilities
- Mechanism examples:
  - Facility Use Agreement
  - User Facility Agreement
  - Facility CRADA
  - Commercial Test Agreement
  - Tech Deployment Center Agreement

# Services

- Government can lend, sell, or rent services equipment, or materials
- Can't compete with the private sector
- **Can be for reimbursement or not**
- Mechanism examples:
  - Consulting
  - Work For Others
  - Work for Private Parties
  - Test Services Agreement
  - Commercial Services Agreement



# Personnel Exchange

- Temporary assignment of personnel for a limited time
- Examples:
  - Guest researchers
  - Industry or lab fellows
  - Integrated Personnel Exchange

# Technical Assistance

- Lab provides some help – knowledge, expertise, equipment, facilities
- Can be as simple as a brief phone chat, or more complex

# Funding

- Grant – government provides funding for commercial R&D
- Cooperative agreement – government provides funds and is involved in the private research
- **COMPETITIVE PROCESS IS REQUIRED**

# Precursor Agreements

- Memorandum of Agreement/Understanding: non-binding, general plan for working together
- Nondisclosure/Confidential Disclosure Agreement: allows potential partners to share CBI or proprietary info so they can explore a collaboration

# Interagency Agreement

- T2 agreement between one or more federal agencies
- i.e., no nonfederal parties are involved

# Educational Partnership Agreement

Government helps educational institutions with STEM initiatives

- Access to lab or its scientists
- Lesson plans or guest lectures
- Lend equipment

# Partnership Intermediary Agreement

Some agencies have relationships with organizations that are set up to help with their T2 process

# Knowledge Transfer

- Making public or sharing info for any use
  - Publications
  - Information exchange
  - Data sets
  - Free downloads
  - Etc.
- Informal T2 – agreements not involved

# Agency-Specific

- Not all agencies have access to all of these
- Different names can be used for the same thing...
- Or the same name for different things
- Some agencies can do things others can't, e.g.,
  - Software licenses
  - Work with partnership intermediaries
- Some agreements are specific to an agency:
  - ARS Field Days
  - Space Act Agreements

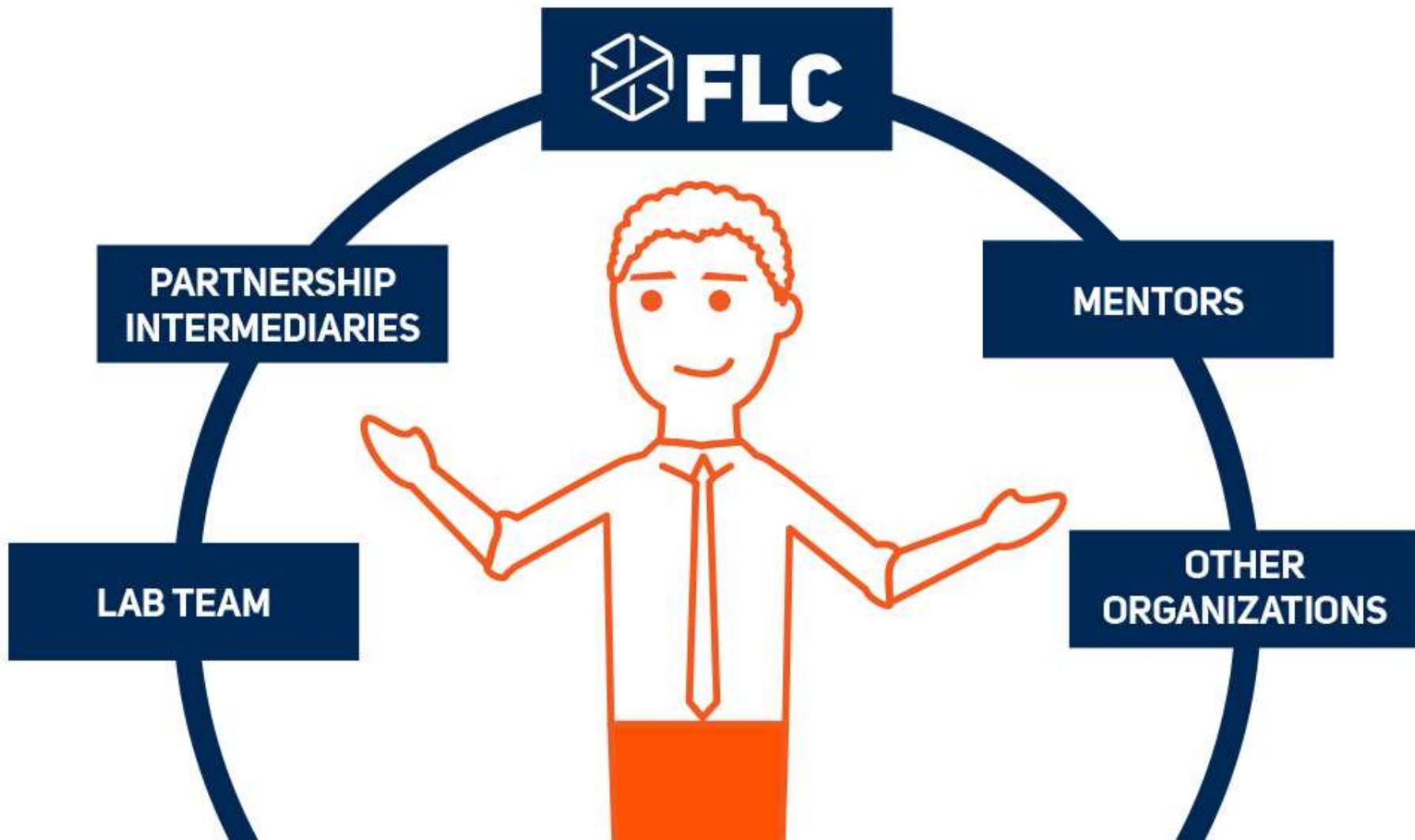
Activity: Is this a CRADA?

# Your Toolbox



# Network





# Know Your Lab Team

- **Technical** → what are their projects/capabilities?
- **Administrative** → they help ensure smooth processes
  - You need their:
    - Support
    - Signatures
- **Legal** → you need them for agreement reviews
- **Managerial**

All groups need training. You need buy-in from all groups

# Your Lab Team - Make Connections

- **Technical**
  - Attend technical meetings
  - Ask them about their work
- **Administrative** → establish good working rapport
  - Explain goals of T2
  - Clarify difference between T2 and contracting
- **Legal**
  - Seek consistent “face time”
  - Promote the value of T2 to the lab
- **Managerial**

# Register With the FLC

- Join email and mailing lists
- Official registrations for members:
  - Lab Rep (voting member) or Consortium Participant (registered member)
  - Join FLC Business and maintain your lab's info
- Attend national, regional events
- Find us online at @federallabs
- Participate in FLC Forum

# Find Mentors

- FLC Mentorship Program
- Lab/agency mentoring programs
- Talk to people you meet

# Partnership Intermediaries

Not-for-profits, wholly or partially government-funded to:

- Advise/counsel
- Assist
- Evaluate

your labs and other T2 programs

# Partnership Intermediaries

## National PIAs - “Closers”

- Virtual extension of the T2 office
- Closes the deal
- Help find partners
- Educate companies
- Help set plans, terms, expectations

## Local PIAs - “Connectors”

- Local/regional organizations plugged into the specialized ecosystem
- Know the local players
- Have insight into different industries/sectors

# Other Organizations



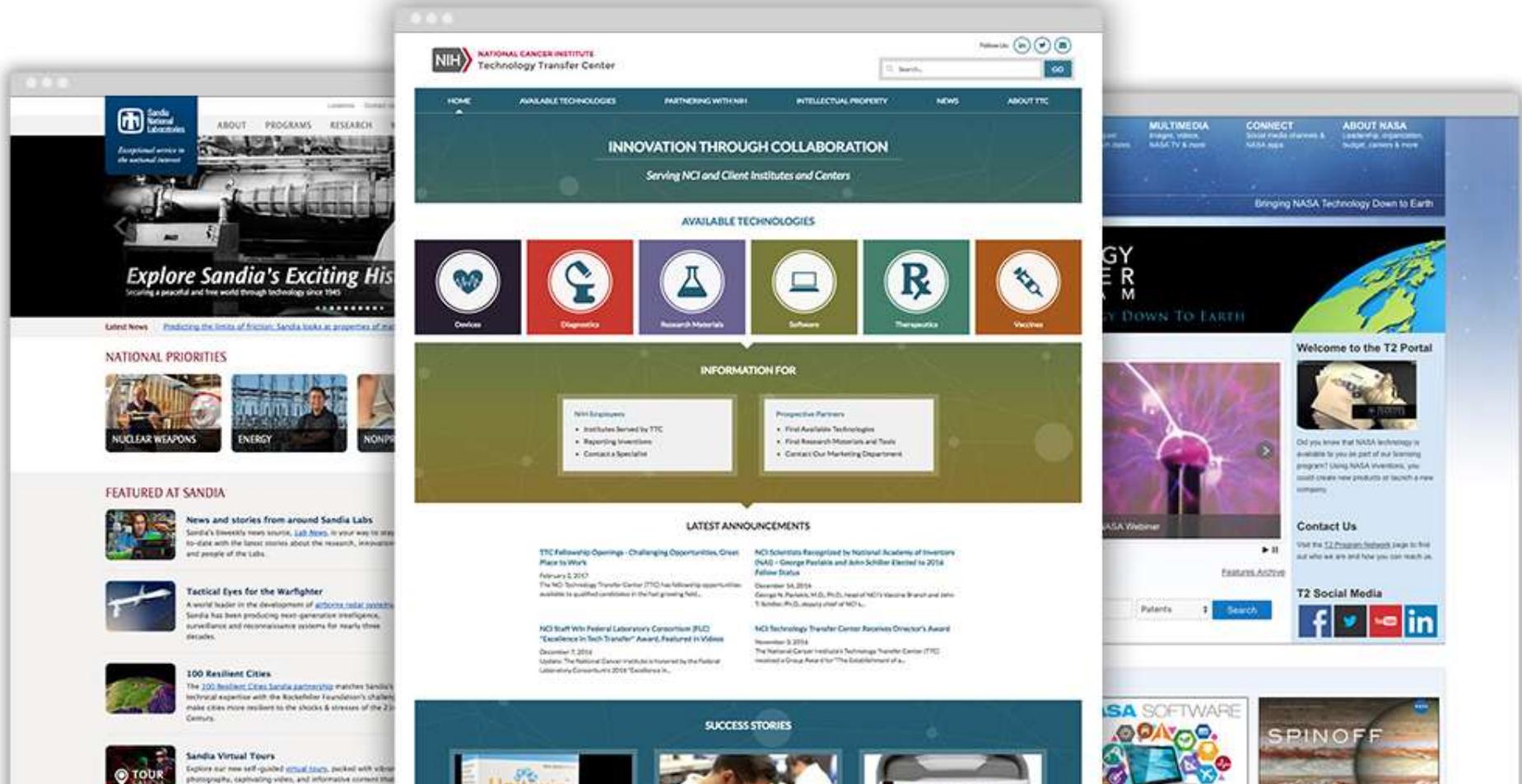
# Market

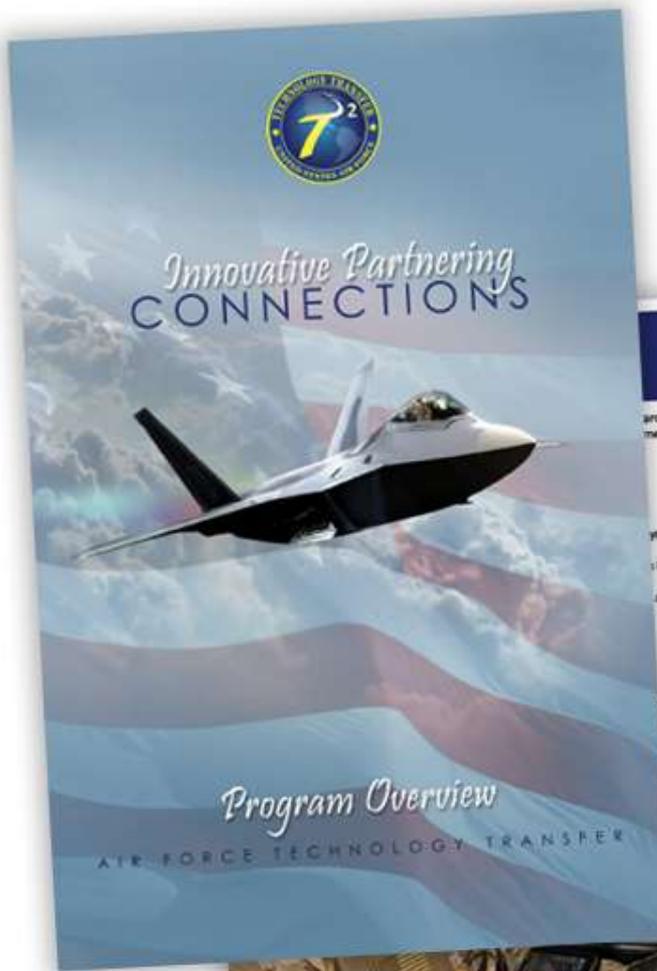


# Outreach

- Audiences:
  - Industry (potential T2 partners)
  - Experts in fields
  - Other organizations (universities, EDCs, business development groups, PIAs, etc.)
- To sell:
  - Your lab as a service
  - Lab capabilities
  - Specific T2 opportunities

# Your Website Makes T2 accessible





## Industry APPLICATIONS

There are a variety of ways to partner with us, and we take a creative approach to exploring collaborative possibilities, and long term alliances. Whether our expertise is most useful as an extension of your own research and development efforts, one of our technologies is just what you've been looking for, or the possibility of discovering something together through collaborative research exists, we have the flexibility to be the kind of partner you need.

- Aerospace and Defense
- Agriculture
- Automotive and Transportation
- Chemicals/Materials
- Communications and Media
- Computers and Electronics
- Consumer Products
- Education
- Energy and Utilities
- Entertainment and Gaming
- Fabric and Apparel
- Healthcare, Pharm and Biotech
- Manufacturing
- Medical
- Oil and Gas
- Security/Cyber Security



research & development  
www.epa.gov/rd

## US EPA Federal Technology Transfer Program

**Cooperative Research and Development**  
The Federal Technology Transfer Act (FTTA), enacted by Congress in 1986 and building on previous legislation, improves access to federal laboratories by non-federal organizations for research and development opportunities. It allows for inventors to patent their technologies and share in any royalties received from licensing of the patents. The goal of this legislation is to more efficiently and effectively put federally funded technology to use in real-world applications.

Cooperative Research and Development Agreements (CRADAs) are the primary mechanism for these agreements. CRADAs are established between the EPA and research partners to exchange personnel, services, and expertise for a specific research project. The CRADA allows non-federal partners to work directly with federal laboratories in collaborative research and development projects, protecting intellectual property that may be developed. Licensing Agreements can also be used so that outside entities can license EPA patented products and methods to make them available to the public in the shortest possible time.

**Participate?**  
Businesses of all sizes are experiencing the benefits of utilizing EPA's resources to conduct research and technology commercialization, and include private industry, consortia, academia, state and local governments. The majority of these businesses are considered small- to medium-sized, providing them with opportunities to make significant and positive impacts on the environment. There are also a number of large corporations and universities, such as Ford Motor and Duke University, that have taken advantage of the program. Other participants include trade associations involving multiple parties, trade associations, and state and local governments.

**Participation**  
The program is a win-win program for all. For example, private industry can use EPA's high-tech to develop products for the marketplace, and has opportunities to collaborate on further EPA benefits from external expertise, product development, and funding. Through these research outcomes can reach the field quickly, resulting in efforts that further the goal of a cleaner environment.

**Information**  
For more information and examples of recent CRADAs and Licensing Agreements, visit our website at [osp.ftta.htm](http://osp.ftta.htm), or contact the FTTA staff: Sarah Baser, (202) 564-3267, [sarah.baser@epa.gov](mailto:sarah.baser@epa.gov), or Kathleen Graham, (303) 312-6137, [kathleen.graham@epa.gov](mailto:kathleen.graham@epa.gov).

*Building a scientific foundation for sound environmental decisions*



# Events

- You: champion (in conversation)
- Scientists: expert (work possibilities)



# Social Media

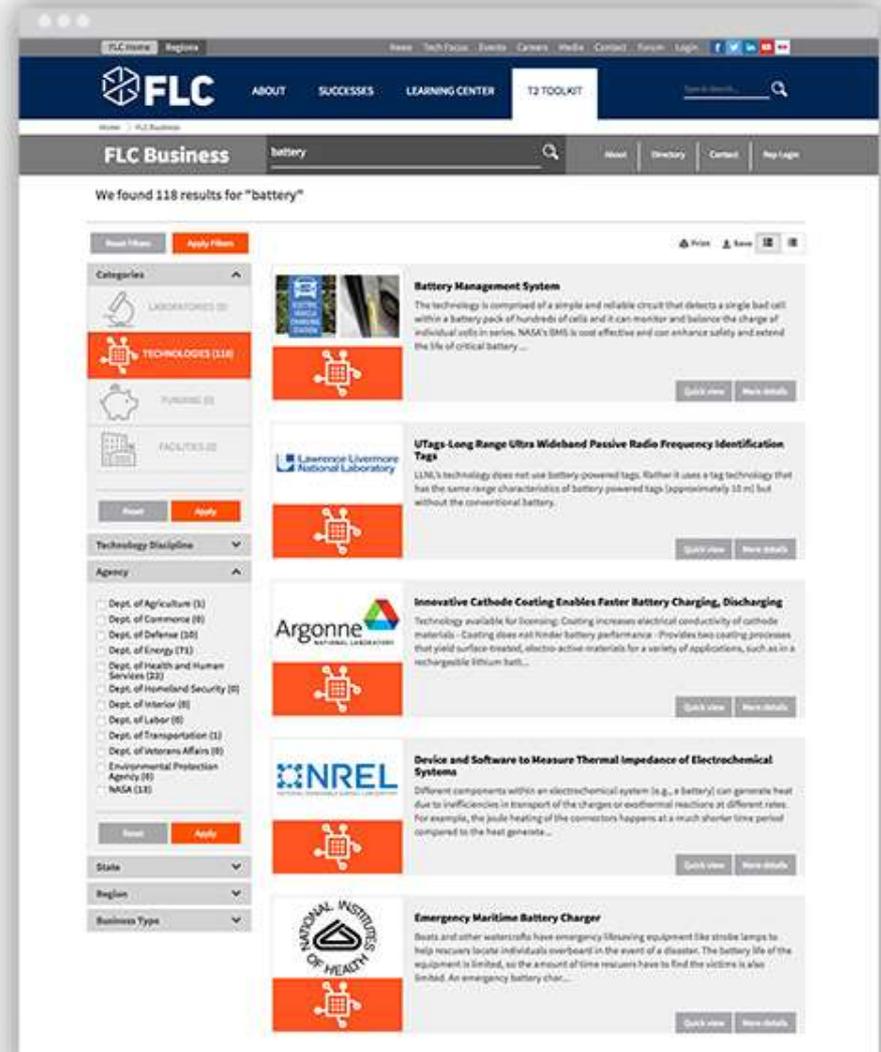
#techtransfer

- Technologies
- Successes
- Events
- Developments
- Stand out



# Advertise Opportunities

- FLC Business – programs, available technologies, capabilities
- Federal Register
- FedBizOpps
- FLC publications, News/Digest, success stories



# Inreach

- Audiences:
  - Management
  - Technical Staff
- To sell:
  - T2 as valuable
  - Benefits of collaborating/reaching out to industry
  - Need for support
  - Aligning research with business needs/industry trends

# Inreach Methods

- Training
- Demonstrate success
- Recognize efforts (your own recognition + FLC awards, etc.)
- Events – think Innovation Discovery Events, competitions, valuation, etc.

# Learn



# Core FLC Curriculum - National Meetings

## Introductory Level

Technology Transfer for Beginners

## Intermediate Level

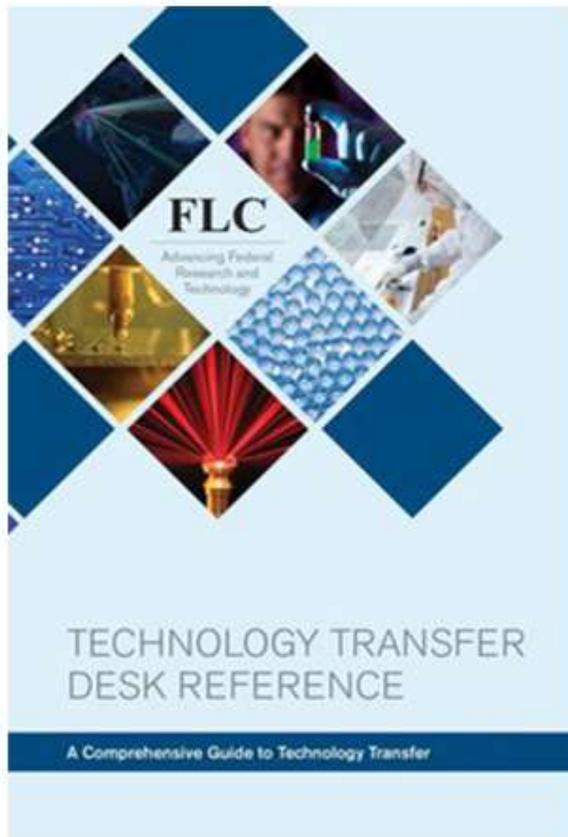
- CRADA Workshop
- Licensing & Negotiation Workshop
- Intellectual Property for T2 Professionals

## 2018 Advanced Topics

- Marketing Tools for the TTO
- Strategic T2—Engaging the External Ecosystem
- Communicating With Influencers at Your Lab

# Essential Reference Guides

**T2 Desk Reference**

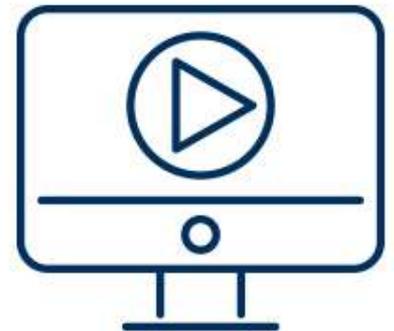


**"The Green Book"**



# Online Learning

- E-courses on demand
- Webinars
- T2 Playbook
- White papers
- Videos



# Learning Center

- E-courses
- Webinars
- Reference Library
  - “The Green Book”
  - T2 Desk Reference
  - White papers
- Find training resources



# Special Training Opportunities

- We use **your feedback** to plan select training to help meet **your needs**
- Recently, we've partnered with regions on one-day seminars from AMA, including:

## Fundamentals of Marketing

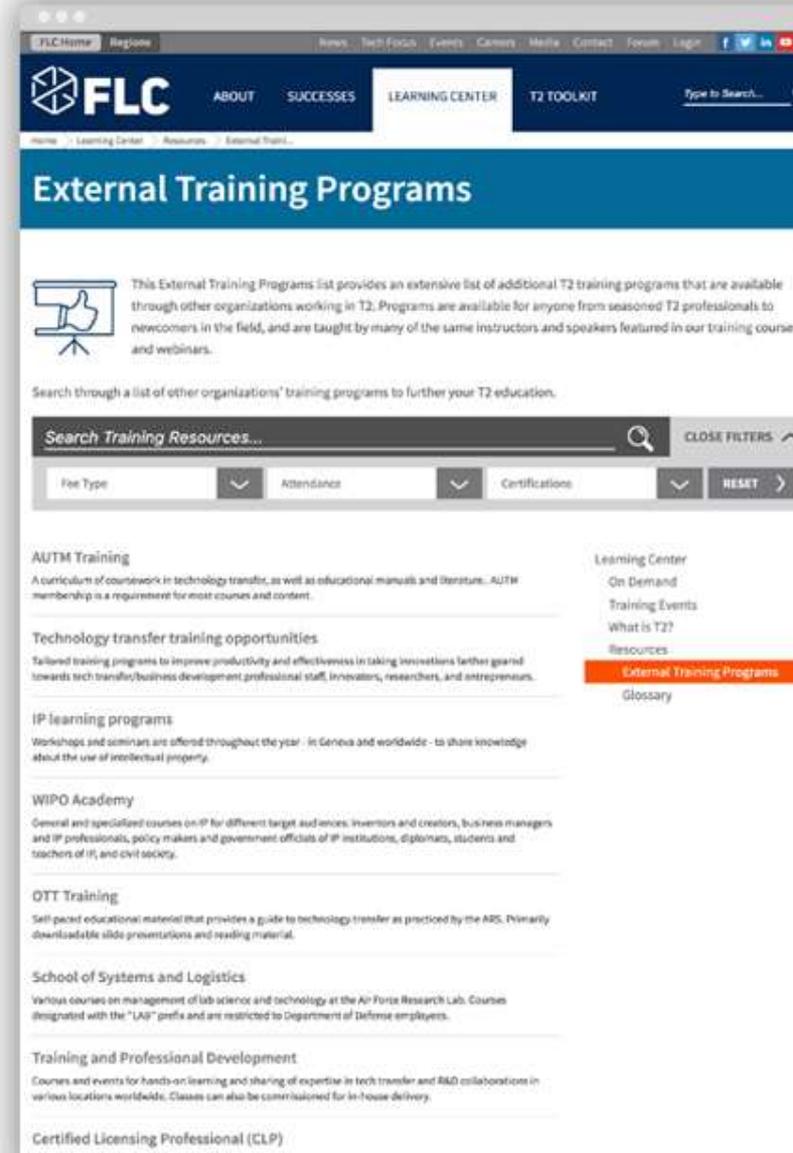
- Far West/Mid-Continent (2017, coming 2018)
  - Northeast (coming 2018)
  - Mid-Atlantic (coming 2018)

## Results-Oriented Communication

- Mid-Atlantic (2017)
- Northeast (2017)

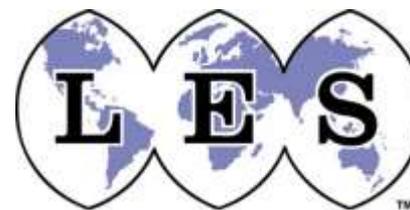
# Other Training Orgs

- Check FLC External Training Resources database:  
<https://www.federallabs.org/External-Training-Programs>



# IP Education

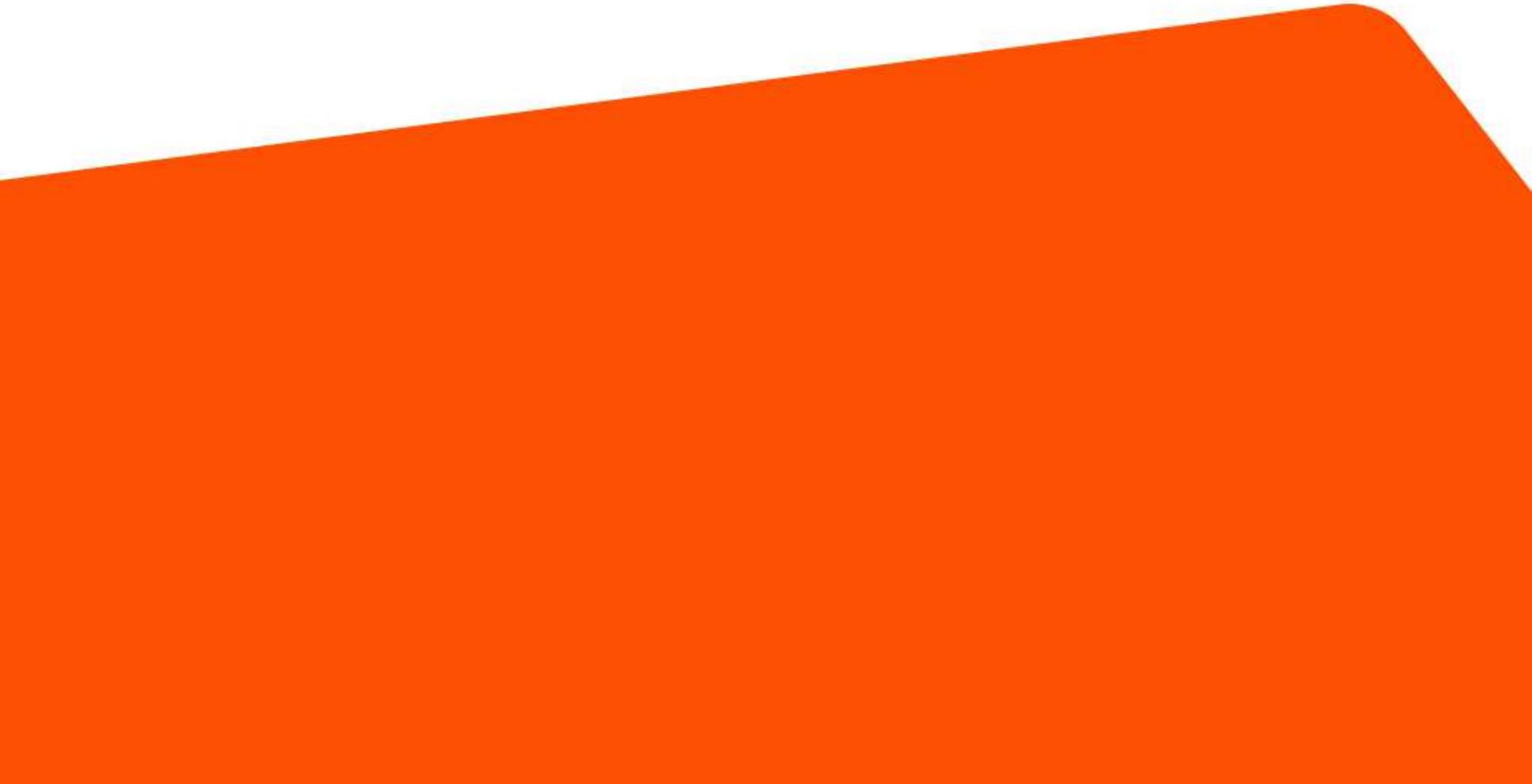
- USPTO
- U.S. Copyright Office
- Licensing Executives Society
- Cendi
- WIPO



# Attend Tech Meetings at Your Lab



# Conclusion



Technique is everything and  
we play a contact sport.

- Troy Vincent