

Job Description

Job Title:	Chief Commercialization Officer, Asia Managing Director
Department:	Office of Research
Reports To:	Director of Commercialization
Jobs Reporting:	N/A
Salary Grade:	USG 15
Effective Date:	July 2017

Primary Purpose

This position has been created to provide the strategic vision to develop and operationalize a technology commercialization and supporting research development program in Asia, particularly China, which is in alignment with the UW Strategic Plan and the Office of Research Strategic Plan themes. The incumbent will develop, integrate, and operationally manage the following broad areas of related activity: Partnership Development, Project Development and Implementation, and Financial Management. The initial and primary focus will be on sourcing opportunities from China. However, more broadly the role shall also include developing collaborations with other Asian market partners. The results of the incumbent's efforts are expected to position Waterloo as a globally recognized leader in securing Asian based investment for the creation of new startup companies and developing supporting research partnerships with these startups as well as more broadly with Asian corporate partners.

Key Accountabilities

List the major responsibilities of the job, divided into 3 to 5 broad categories. These should reflect 80 - 90% of "what" the job does not the "how". Insert a category heading and in bullet form below, state specific responsibilities.

Partnership Development

The incumbent will manage existing Chinese commercialization partnership agreements, some of which specify dedicated Waterloo operational support with the provision of funding to do so, as well as develop new partnerships. A priority for the role is to fulfill the requirements and obligations of both existing and new partnerships. In a broader context, the role requires developing new partnerships and managing all partnership relationships as per the following general principles:

- Identify and develop Asian - based collaborative partnerships with groups whose interests and expertise are aligned with Waterloo's broader research, commercialization, and academic goals and have meaningful financial and management resources to implement partnership programs
- Manage all communications and liaison activities with selected partners, which in some instances may require periods of travel
- As may be requested from time to time, provide support to other Waterloo functional units (eg. Co-op, Advancement) to support their partnership development programs in Asia.

Project Development and Implementation Support

In order to operationalize these partnership programs, the incumbent shall identify and liaise with Waterloo researchers, in particular WatCo researcher clients, who have pre-existing intellectual property opportunities that : i) are suitably mature for follow-on commercialization investment funding, whether at the applied research phase or product-ready phase of development, and ii) that match the collaborative Asian partner's funding program target markets and funding criteria. The incumbent shall identify such opportunities via collaborative relationships with fellow WatCo staff, OR-Research Partnerships staff, Associate Dean's Research, and through the development of more direct outreach to researchers thought to have relevant opportunities conforming to the framework agreements with the various Asian partner groups. Although the main thrust of this role is to advance commercialization partnerships, the

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incumbent shall also promote and develop basic research partnerships that represent: i) a significant funding opportunity or ii) a strategic partnership that serves to support broader Waterloo research activities. In supporting basic research partnerships, the incumbent would take on more of a preliminary identification and scoping of opportunity role and would thereafter act as a support person to assist other OR staff who shall take the lead in developing and implementing any such projects. In summary, the role requires the operational management of partnership programs as per the following general principles:

- Identify Waterloo researchers with technology opportunities at the right level of maturity so as to match them with the criteria of Asian partner funding programs
- Assist in proposal development and post- award project management and related reporting

Financial Management

Current and anticipated Asian partnership collaborations often provide funding in support of research projects involving Waterloo researchers, investment in Waterloo technology sourced- start- up companies, and funding for Waterloo overhead expenses (e.g., staff time, travel) to operationalize the partnerships. The incumbent will be responsible for setting up related budgets and ensuring spending decisions are in compliance with the various funder requirements. The incumbent will also be responsible for making spending recommendations and decisions related to the various activities and ensuring compliance with internal financial processes including securing the requisite internal signing authority signatures on agreements\transactions as required for the situation. Examples of such financial management activities are as follows:

- Manage the operational budget (i.e overhead support) provided by some of the Asian partner groups to support Waterloo's efforts under the collaborations
- Working with Asian partner groups and Waterloo faculty members to ensure proper project spending against budgets in accordance with eligibility criteria
- Working with Asian partners to negotiate technology license agreements, manage the development of associated legal documentation, and follow up on associated licensing payment requirements
- Working with Asian partners to create Waterloo technology- sourced – start-up companies, negotiate related investment term sheets, and manage the development of associated legal documentation to secure investment funding.

Required Qualifications

If hiring today, what would be the required education, experience, knowledge, skills and abilities?

Education

- Bachelor's degree in a technical discipline, preferably in Science, Engineering or Mathematics (Computer Science).
- MBA (or other business diploma\degree) would be an asset.

Experience

- More than 7 years of progressive experience in the private sector in a technology- based industry in one or more of product management, technical sales\marketing, or operational management roles.
- Preferably, 3-5 years of direct experience in university technology transfer, commercialization or research partnership development roles.
- Demonstrated leadership experience and proven ability to engage multiple stakeholders to work collaboratively to build consensus in a complex environment characterized by competing priorities

Knowledge/Skills/Abilities

- Strong Interpersonal Skills: Must be comfortable with technical and scientific themes in order to effectively communicate with academic faculty in developing research and commercialization strategies. Further, must be skilled at facilitating business discussions that bridge the gap between the academically oriented nature of a university with bottom-line driven entrepreneurial goals of

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business sector partners and venture investors. Must possess a high degree of maturity, competence, and professionalism appropriate for interacting with the highest level of industry partners, investors and internal senior management.

- Ability to exercise judgment, build consensus, foster teamwork among a variety of stakeholders, and lead integrated project teams.
- Strong organizational skills in order to handle multiple tasks, meet deadlines, and excel in a fast-paced environment characterized by changing priorities.
- Excellent oral and written communication skills, including proficiency in public/promotional speaking and the ability to write effectively, authentically, and in a manner consistent with the quality and standard expected of university-level communications
- Demonstrated knowledge and experience in managing intellectual property related matters.
- Demonstrated knowledge and experience in negotiating commercialization deals (e.g., licensing, start - up formation) including management of the development of associated documentation to formalize such deals (i.e. term sheets, license agreements, incorporation)
- Demonstrated ability to develop and secure funding proposals and partnership agreements.
- Demonstrated project management skills including financial management of associated project budgets.
- An awareness of Asian market cultural, business, and contractual practices with a preferred ability to speak Mandarin

Nature and Scope

- **Contacts:** The incumbent will be expected to maintain a high degree of connectivity with uW faculty and their supporting Department management personnel (eg. ADR's) as well as senior management within the OR. Further, the incumbent will become known institutionally as a source of proficiency in developing and managing Asian based opportunities and be expected to reasonably accommodate requests for support from senior management from other non-OR operating units (e.g., Faculties, Co-op, Advancement). Externally, the incumbent will be required to manage an extensive range of contacts from government (e.g., S+T Commissions, Ministry of Science and Technology, Regional\National representatives, etc), university (partner institutions, incubator facilities), financial (venture investors), and corporate (e.g. established companies and start-up companies). Further, the incumbent will need to establish contact with and work through Canadian Provincial and Federal embassy officials and various Canadian government departments with Asian initiatives.
- **Level of Responsibility:** The position manages a functional process that is highly specialized and that draws on collaborative leadership skills to secure consensus on action to support the achievement of goals and objectives. The incumbent may be required to provide hiring assistance and possibly dashed-line management oversight to Asian partners who are establishing internal staff groups to support Waterloo related collaborative programs. Further, the incumbent will be responsible for coaching faculty and Departments on how best to structure commercialization and research partnerships with Asian partners.
- **Decision-Making Authority:** The incumbent will manage decision- making by balancing needs from a challenging range of internal and external stakeholders including other academic institutions, industry, government, public and the financial sector. For instance, the incumbent will periodically face challenges making partnership- selection decisions amongst conflicting or competitive overlaps of interest of partners vying for collaborative opportunities with Waterloo. The incumbent will face a challenging range of project - management activities across disparate partnership agreements and financial budget constraints\eligibility that will require a high degree of attention to detail in order to make proper decisions consistent with the obligations of each partnership circumstance. The position will involve reviewing and assessing the impact of a variety of legal documents, and as such the incumbent will be expected to understand basic legal concepts and be comfortable interacting with the

Office of Research legal counsel to escalate matters requiring more specialized legal knowledge. In a similar manner, given the primary China focus of the incumbent's role, there is also a requirement for a basic understanding of Chinese contracting and financial transaction requirements to ensure risk mitigation. More specifically, the incumbent will need to be very cognizant of Canada's Export Control guidelines in order to make decisions to participate in projects, particularly with China, that are compliant with such laws. As the Export Control laws are sometimes vague and open to interpretation and breaching such laws can result in institutional fines and personal convictions, the incumbent will need to exercise a high degree of decision judgment in this regard and to seek out other institution or legal support in situations that may require more interpretive clarity.

- **Physical and Sensory Demands:** The position requires a significant level of attention to detail in concurrently managing complex projects with multiple stakeholders. The position is office oriented with extensive sitting, the effects of which can be ameliorated by utilizing a standing keyboard desk. The position also involves numerous meetings and thus there is a requirement for walking across campus to meet with various internal and external stakeholders.
- **Working Environment:** As the various partners are located in Asia, there is a significant difference in time zones (i.e., +12 hours). The incumbent must be willing to occasionally manage the challenge of time zone differences by shifting working hours accordingly in order to complete activities in a timely manner when such urgency is required. As a significant component of this role involves partner development and relationship management, there is an expectation that the incumbent will be required to periodically travel, particularly to Asia. Travel to Asia is typically required and normally would be for an extended period of 7-12 days. While travelling, there is the possibility of exposure to political unrest and increased potential for unstable social conditions; difficulties associated with travelling; increased stress during travel caused by tight scheduling that maximizes effectiveness in an area and consequent pressure resulting from unplanned events such as traffic delays and inclement weather. Specific to China, there is exposure to substantially elevated levels of smog and pollution in many of the cities where business is likely to be conducted (e.g., Beijing). Additional hours of work and prolonged absences from office; multiple and/or tight deadlines related to the expectation that correspondence and responses to accumulated email inquiries be dealt with even during absences from the office.