



PAYROLL TITLE: Vice President, Innovation & Commercialization
WORKING TITLE: Vice President, Innovation & Commercialization
FLSA: Exempt
SALARY GRADE: Executive
STATUS: Full-Time
DEPARTMENT:
REPORTS TO: President
SUPERVISORY: Yes

Positions supervised: Office of Technology Development Staff (7-9 FTEs)

Date Prepared: March 2017

Date Revised: October 15, 2019

SUMMARY

This position represents a strategic investment by the Institute to supplement the current executive leadership team. Reporting to the President, the Vice President (VP), Innovation & Commercialization will be responsible for facilitating Salk's foundational biological science research mission by providing vision and leadership in efforts to advance, disseminate and commercialize Salk discoveries through the formation of strategic partnerships, collaborations and Institute-wide alliances.

The ideal incumbent will have broad generalist knowledge and experience that allows for orthogonal innovation pathways to take basic discoveries into various application domains. Ideally these would span biology, molecular, cell and organ/physiology levels, ecosystems, quantitative methods in sensing, imaging, actuation, design, quality control, medicinal chemistry, regulatory matters and international variations, technology or engineering for diagnostics and POC devices, disposables, computational and pharmacokinetic/pharmacodynamic modeling, etc.

The VP will have executive or senior-level leadership experience in pharma, biotech or a similar industry, experience in academia, and a proven track record of identifying and closing successful business transactions. The executive will demonstrate an understanding of, a genuine passion for, and the ability to compellingly translate the Institute's complex, cutting-edge biomedical research to a broad range of audiences.

The VP must be a collaborative, innovative, imaginative and creative deal-maker with an entrepreneurial spirit, well-connected, and a tenacious self-starter with the ability to plan and act strategically. At all times, it is incumbent upon the VP to align all of their actions with the Salk mission and represent that alignment to external constituents. In doing so, this VP will remain cognizant that while revenue is a goal, scientific discovery is the core mission, which will be key to structuring transactions and making decisions involving intellectual property.

Through well-defined initiatives and effective partnerships, this role presents an opportunity to design and deliver a transformative and strategic function that values and supports principles that are consistent across the organization in support of Salk's mission to explore the very foundations of life through scientific discovery for the benefit of all. Facilitating the translation and commercialization of Salk discoveries enables people to avail themselves of this benefit.

ESSENTIAL FUNCTIONS AND RESPONSIBILITIES

Business Development & Commercialization

Identifies, analyzes, models, evaluates, brands and presents innovative opportunities for commercialization that leverage the Institute's research and internal assets and strengths, drive future revenue growth, align with its strategic needs, and expand the Institute's recognition and brand.

Develops and leads commercialization strategies designed to enhance the value of basic science, through cross-functional engagement with key personnel across the Institute and with external stakeholders.

Creatively combines and packages the Institute's diverse research programs and markets them (e.g. around a disease or health problem the Institute is solving, engaging multiple Salk laboratories that are working on different specific aspects of that problem, to fund Institute programs by attracting companies and clinical entities that may not otherwise view the Institute as a partner with a critical mass in areas of interest, etc.).

Performs and provides due diligence, market analysis, financial feasibility studies, proposals, plans and policies as appropriate, with awareness of scientific fit and research-related compliance obligations, including obligations for managing investigator conflicts of interest, export controls, post-issuance tax-exempt bond requirements, etc.

Monitors partnering and collaboration transactions to foster successful outcomes and to ensure compliance with the terms of agreement. Support alliance management activities to progress Institute's partnerships.

Initiates, structures and works closely with General Counsel to negotiate deal terms and contracts for Institute-wide projects/collaborations, partnerships and alliances. Perform a wide range of activities and transactions reflecting the complex and diverse nature of these opportunities.

Maintains awareness of developments and trends in the biotechnology, pharmaceutical and related industries. Continually seeks to develop and expand funding networks in a manner that places Salk on the radar of entities seeking to invest in life science technologies.

Builds personal relationships with the leaders of regional and national biotechnology and pharmaceutical companies and the investment community.

Works closely with appropriate Office of Technology Development (OTD) staff to promote opportunities for faculty entrepreneurial activities, including formation and structuring of start-up companies, assisting with preparation of business plans, interaction with regional incubators, and access to the investment community including early-stage venture capital.

Oversees all aspects of technology transfer on behalf of the Institute, including non-revenue generating scientific support functions.

Advises senior leadership on technology commercialization strategies for the portfolio of

intellectual property generated at the Institute.

Leadership & Collaboration

Collaborates with scientists across the Institute to develop a deep understanding of Salk's assets, research programs and new scientific directions. Educates and advises researchers on industry trends and concepts/issues related to academic partnerships with industry and other entities.

Develops and maintains internal and external relationships with individuals involved in current and potential Institute transactions, serving as the central point of contact for them.

Works in close collaboration and harmonious coordination with executive management, faculty and research staff. Keeps stakeholders regularly informed on status of pending external business development transactions and developing corporate relationships.

Works closely with the External Relations Department, including Foundation Relations, to create unified and focused strategies designed to ultimately expand revenue generation for the Institute.

Works with Institute stakeholders to understand and position "small market" opportunities so useful applications are not ruled out and commercialization opportunities for smaller market products are opened, thereby facilitating engagement with all Salk faculty (not just those working on large market opportunities) to foster a culture that is receptive to innovation and commercialization Institute-wide.

Evaluates whether to allow faculty or post-doc entrepreneurs to attract and obtain market capital without guaranteed returns to Salk in order to help build scientific reputations, attract future innovation talent (both staff and faculty) in order to eventually return revenue to Salk.

Works closely with the Grants Development Department to help investigators identify appropriate avenues for research support, with a focus on developing strategically positioned multi-investigator research programs.

Evaluates whether hosting executives in residence at Salk to help develop or screen new company opportunities, or alternative arrangements, could add value. Maintains relationships with a portfolio of experienced CEOs and business leaders who could take on leadership roles at new companies.

Coordinates the strategic vision of OTD with the overall vision for enhancing the impact of Salk discoveries and raising revenues from nontraditional sources. Assist in advertising and selling the vision, mission and work of the Institute to foundations as well as venture and impact philanthropists.

Management

Oversees the OTD and ensures that the department's goals align with Institute priorities and that achievements and other performance metrics meet projections.

Selects and directly manages senior-level direct report(s) in OTD. Approves/supports hiring and termination decisions related to indirect reports. Supports OTD leadership in management decisions.

Has fiscal and staffing authority for areas of responsible oversight to be executed in accordance with Institute procedures and policies.

EDUCATION

Required:

MS in Life Sciences

Preferred:

MBA, PhD in Life Sciences or JD

EXPERIENCE:

Required

15+ years of increasingly responsible and successful leadership experience in academia and/or therapeutic or diagnostic product development, marketing and/or business development in the biotechnology, life science or pharmaceutical industry. Individuals with fewer years of experience may qualify if they have exceptional leadership skills and a demonstrated track record of contributions that have had significant organizational impact.

A critical mass of the aforementioned scientific background outlined in the summary section of this document (see page 1).

Deal sheet that demonstrates the ability to analyze and optimize deal structures and terms to successfully deliver returns that result in sustained profitability.

Experience developing and maintaining domestic and global connections and direct contacts in life sciences, venture capital firms, the broader investment community and other organizations that would add value to this role.

Extensive experience shaping and leading corporate transactions, preferably with focus on strategic collaborations, including negotiating, drafting, reviewing, revising and closing a variety of sophisticated and complex transactions

Track record of successes in establishing and maintaining harmonious, productive relationships (both internal and external), managing through ambiguity and obstacles with confidence and optimism, seeing them as opportunities to bridge the gap between scientific innovation and translation

Experience with “nuts and bolts” of intellectual property and technology transfer: invention disclosures, patent filings and maintenance, patent portfolio strategy for each technology and/or lab group, smart use of external domain experts, material transfer agreements (MTAs), contract terms approval, license terms and negotiations, start-up formation, cap tables, and mentoring staff in business development and commercialization.

Experience in managing a moderately-sized staff with multi-functional roles, managing complex budgets, assessing outcomes.

Experience structuring transactions with not-for-profit, basic research or academic institutions.

Preferred

Experience performing academic or commercial research and development.

SKILLS, KNOWLEDGE & ABILITIES

Demonstrates exceptional organizational, interpersonal and communications skills, (written and verbal) including the ability to speak compellingly in front of groups, influence multiple internal and external stakeholders, excellent listening skills, and a willingness to engage in advocacy and debate on an intellectual and academic level.

Strong analytical and creative problem-solving skills; results oriented. Good judge of people, talent, and ideas. Excellent strategic and critical thinking skills.

Entrepreneurial by nature, while embracing the role of being a steward of one of the world's foremost research organizations. Self-starter with ability to work independently as well as collaboratively; versatile team player who is comfortable working in a rapidly evolving environment.

Ability to lead diligence discussions/reviews of new project opportunities with a diverse stakeholder group, including VCs, angel investors, small company leaders/founders, COOs of mid-size companies, corporate venture staff, basic scientists, bioengineers, technology designers, medical professionals (MDs and nurses), regulatory advisors, and patent attorneys.

Diplomacy and integrity in communications that maintains 360-degree engagement of all partners even when internal projects are terminated for lack of progress to milestones.

Represents Salk professionally and effectively to donors, investors, Salk trustees, the local, regional, domestic and global business community and government entities at events, conferences, meetings, etc. Ability to interact as needed with state and federal agencies and legislators as appropriate.

Demonstrates cultural awareness and a commitment to diversity and inclusion. Displays principled leadership and sound business ethics; shows consistency among principles, values and behaviors.

Discretion, good judgment and ability to handle confidential information appropriately. Builds trust with others through personal authenticity and following through on commitments. Demonstrates honest and ethical behavior in all business transactions.

Genuinely passionate about science, with ability to understand and adapt to academic research environment and culture. Mission-driven.

Has an intuitive understanding of Salk as a whole; understands how the organization works as a system; respects and honors organizational interdependencies.

Articulates, and is committed to, the Institute's mission and understands his or her critical role in that mission.

Maintains an inspiring and coherent vision. Exhibits optimism and energy oriented toward innovation and action. Encourages transparency.

Curious lifelong learner who can translate into bold thinking and strategies into practical solutions to make real progress. Willingness to be bold and courageous in bringing new ideas forward even in the face of potential resistance.

Desire and ability to roll up sleeves to effectively work in a complex environment; comfortable working in a constantly evolving, dynamic workplace. Determined and motivated self-started who "finds a way" to get things done. Ability to think proactively, and function independently.

Ability to effectively support OTD staff to connect the institution to emerging best practices in technology development and transfer.

Ability to communicate effectively with multiple and diverse constituents. Ability to influence and drive change through a consultative methodology.

Strong listening skills. Dynamic communicator with the ability to influence at executive levels, present to large audiences, and represent Salk externally. Able to quickly build and manage strategic partnerships with internal and external key stakeholders.

Ability to analyze and translate statistical data for reporting and planning purposes. Demonstrated organizational skills, including the ability to plan and establish priorities.

Ability to turn strategy into practical recommendations based on data and best in class research to inform strategic decisions in a dynamic environment.

Demonstrated research and benchmarking ability; high level of comfort using data-driven decision making. Clear engagement with current issues impacting higher education and research institutions.

Collaborative problem-solving skills. Demonstrated success assessing and connecting business strategies. Ability to influence areas of the business and outcomes without direct reporting relationships. Ability to work adeptly with all levels of personnel.

Ability to manage conflict and build consensus across various points of view effectively. Strong commitment to client-focused, relationship-based service.

Visionary skills and the ability to oversee strategic planning and organizational development efforts relating to institutional change. Demonstrated experience advocating for, and leading change efforts related to, institutional practice and policy.

SPECIAL CONDITIONS OF EMPLOYMENT

- Must be willing to work in an animal-related research environment.
- Must be resident (or willing to reside) in the greater San Diego area
- Must be willing to work an adjusted schedule as needed to support Salk goals.
- Successful completion of the Institute’s background investigation.
- Must be able to travel as needed to support the role.

PHYSICAL REQUIREMENTS/MENTAL ACTIVITIES/ENVIRONMENTAL CONDITIONS

*Choose the frequency of activity or condition required of the employee to perform the job.
(Hours per day) Rarely (0-1) Occasionally (2-3) Frequently (3 -6) Constantly (6 -8)*

Physical Requirements

	Rarely (0-1)	Occasionally (2-3)	Frequently (3-6)	Constantly (6-8)
Adjusting Focus				X
Balancing	X			
Bending		X		
Carrying 0-20 lbs		X		
Carrying 20-50 lbs	X			
Carrying 50+ lbs	X			
Climbing	X			
Crawling	X			
Grasping				X
Handling		X		
Hearing				X
Keying				X
Kneeling	X			
Lifting 0-20 lbs		X		
Lifting 20-50 lbs	X			
Lifting 50+ lbs	X			
Pushing/Pulling 0-20 lbs		X		
Pushing/Pulling 20-50 lbs	X			
Pushing/Pulling 50+ lbs	X			
Reaching		X		
Seeing				X
Sitting				X
Standing		X		
Talking				X
Touching/Feeling		X		
Walking		X		

Mental Activities

	Rarely (0-1)	Occasionally (2-3)	Frequently (3-6)	Constantly (6-8)
Analyzing				X
Calculating				X

