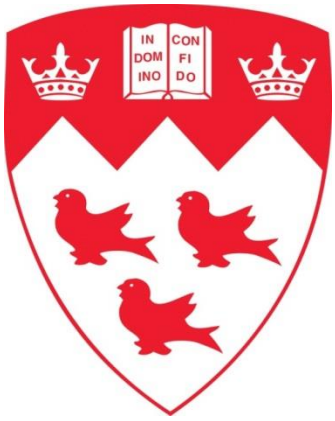

Innovation & Partnerships

Stakeholder Feedback Summary and Proposed Actions

October 2016

Contents

Introduction

The final set of Innovation Steering Committee recommendations from the 2015-16 academic year proposed that the Innovation and Partnerships team "convene summer discussion groups animated by the new Associate Vice-Principal (Innovation and Partnerships) to systematically surface challenges, opportunities and best practices in advancing McGill innovation." During the summer and early fall of 2016, the following stakeholder groups provided feedback on a wide array of issues related to McGill innovation:

- Undergraduate students
- Graduate and postdoctoral students
- Licensees of McGill technologies
- Venture capital investors
- Researcher inventors in Medicine, Life Sciences and McGill's affiliated hospitals
- Technology transfer personnel
- Personnel who directly support innovative teams and ventures

From these discussions emerged several common priorities, as well as certain priorities specific to each stakeholder group. For common priorities, several initial responding actions have already been taken in light of the feedback received, however a deeper review of these issues, together with a strategic planning and prioritization exercise will be conducted by the Innovation & Partnerships team during the fall 2016 term which will yield a more comprehensive set of responses including action items, timelines, and in some cases budgets and resource allocation for these common priorities.

Common priorities

Communications

One of the most strongly voiced priorities common to all stakeholder groups is the need for a more engaging communications strategy coupled with a well-executed one-stop communications platform integrating information about external and internal partnerships, facilities, platforms, educational and experiential programs and workshops, collaboration opportunities, grants and funding, personnel, services, and events in support of innovation in the McGill community. Along these lines, all stakeholder groups also identified a significant need for greater awareness on the part of faculty and researchers about the basics of technology transfer and commercialization (e.g. intellectual property protection and related policies, how to report an invention, what support is available at McGill for spinning out a company, etc.).

Initial responding actions

Collaboration with creative services firm Sid Lee	The Innovation and Partnerships team is working with design firm Sid Lee to develop an appropriate platform on which to deliver information to the McGill community on the theme of innovation.
Regular Communications in Existing Media Channels	The team has adopted a culture of regularly writing blogposts and thought pieces through media channels such as The McGill Reporter, The Dobson Chronicles, Linkedin, and blogging platform Medium.
Reaching faculty and researchers	The Innovation and Partnerships hosted a wine and cheese event with new faculty members to familiarize them with the support and services available through IDEA. The team also plans to develop

	online video content aimed at faculty and researchers with information about the technology transfer process and how it is supported at McGill.

Space

Almost all stakeholder groups indicated that the availability of meeting and networking space was their topmost priority. While plans for the future of the Royal Victoria Hospital site include opportunities for the creation of innovation, collaboration and networking space, a more immediate solution to McGill's innovation space requirements is needed.

Initial responding actions

Space in partner facilities	The Innovation and Partnerships team is working to negotiate for the (gratis) use of space operated by members of our external network of innovation partners. The Associate Vice-Principal, Innovation and Partnerships recently announced the opening of the "McGill Room" at Notman House. Space has also been made available for McGill students at Salon 1861. These are the first of several planned locations.
Open Door Policy and Making Space for Entrepreneurial Endeavours	The Office of Innovation and Partnerships (James 429) is making efforts to transform its office space into a collaborative "Innovation Lab" where students have the opportunity to explore an entrepreneurial endeavor within the space. The first project to be housed in the space is the Compass Legal Startup Clinic.
Royal Victoria Hospital Working Group	The Office of Innovation and Partnerships is convening a working group to define globally differentiating strategies on the theme of innovation to leverage in the reimagining of the RVH space.

Funding

All groups indicated that the lack of early-stage invention development, venture formation and proof-of-concept funding created a critical gap in the ability to move McGill innovations forward.

Initial responding actions

Innovation fellowships	The Office of Innovation and Partnerships is launching a series of 6-month full-time thematic innovation fellowships for graduate students to explore the commercialization potential of their research. The following fellowships have launched calls for applications or are planned in the coming months: • Innovation Fellowship in Neurosciences Innovation • Innovation Fellowship in Sustainability Sciences Innovation
Life Sciences Innovation Fund	An initial funding agreement is being negotiated with a leading life sciences venture capital firm for the formation of a McGill Life Sciences Innovation Fund. Input has been sought from the following advisors and potential partners: • Apollo Therapeutics (a subdivision of Cambridge Enterprise)

	• Cambridge Enterprise • Cambridge Innovation Capital • Teralys Ventures • Lumira Capital • Real Ventures • CDPQ—Technology Investing • TandemLaunch • Cycle Capital

Mentorship

Several groups indicated that access to mentorship was a current gap in McGill's innovation and entrepreneurship ecosystem.

Initial responding actions

Funding Advice	Real Ventures, Canada's most active seed-stage investor, will be providing mentorship to 5 McGill startups as a part of the "McGill Room" at Notman House pilot project.
Entrepreneur-in-Residence Program	A pilot has been launched with the IDEA team and a successful entrepreneur and McGill alumnus, to provide specialized business development guidance to McGill inventors. Positive results have already been seen from this pilot as a licensing deal was recently signed.
Internship Program	The Office of Innovation and Partnerships has created 10 internships for undergraduate and graduate students from a range of faculties including law, management, arts, and science.
Office hours	The Office of Innovation now offers weekly office hours where aspiring entrepreneurs and social innovators (including faculty members) can book time to receive advice on launching a start-up or innovation initiative, and learn about the support available at McGill.
Affiliation with MIT Venture Mentoring Service	The Office of Innovation and Partnerships has had initial conversations with the representatives of MIT's Venture Mentoring Service with the aim of evaluating a possible relationship which would include development, training and sharing of best-practices.
Innovation Steering Committee Recommendation for Supporting world-class innovation mentoring at McGill	McGill's Innovation Steering Committee has drafted recommendations for the implementation of supporting services to enable the development of world-class innovation mentoring programs across the University.
Support for spinoffs	The Office of Innovation and Partnerships is gathering data on best practices in order to establish structured support offerings for McGill's 45 active spinoff companies.

Challenges, successes and specific priorities

Undergraduate students

Successes	**Dobson Centre:** Tangible learning and career outcomes resulted from having the opportunity to volunteer at the Dobson. Volunteering or participating in the Dobson Cup and X-1 Accelerator are great opportunities.
Challenges	**Inconsistencies in Entrepreneurship Support and Information Access Across the Faculties/Groups**: Some faculties (Management, Engineering) have more resources available. The inconsistencies are very visible to students. In faculties other than engineering, there is an inability to access entrepreneurship services available through external strategic McGill partners such as CEIM as there isn't a point of contact for students. Lack of Space: A centralized entrepreneurship centre is "extremely important" to undergraduate students. There is a sense that entrepreneurship programs should still be selective, however the space should be open to all.
Specific priorities	
Create a coherent institutional media plan	Coherent Media Plan: There should be a focus on consistent messaging across campus about entrepreneurship and innovation opportunities. The innovation website (www.mcgill.ca/innovation) has a good amount of information but it is still confusing. Using screensavers, screens in the libraries (that usually just show the weather), and integrating a focus on entrepreneurship into orientation week would help get the message across. **Recommended action**: Integrate this feedback into the planned website redesign led by Innovation & Partnerships together with Sid Lee.
Encourage academic staff to become familiar with, and communicate to students, innovation-related messaging and materials	Professors should be encouraged to highlight McGill startups (successes and failures) in coursework that is related to entrepreneurship and innovation. Guest lectures (e.g. 1 class per course) by alumni entrepreneurs would also be very inspiring. Class announcements by professors are also a great way to get the word out about entrepreneurship activities. The allocation of class time to speak about entrepreneurship signals its importance to the university. **Recommended action**: To be referred to the Innovation Steering Committee for discussion.
Engage qualified mentors from the alumni community	McGill alumni relations is perceived by students to be very traditional and outdated. Receiving mentorship from alumni entrepreneurs would be of interest, as would be creating an online entrepreneurship network for students.
Explore innovative approaches to providing career services support	Innovation in Career Services Support: It is perceived that McGill does not invest enough money in career services compared with other top tier institutions, and the co-op programs do not work as well at McGill as

	it does at peer institutions. Additionally, international opportunities in specific faculties (Engineering) are limited. There is a belief that McGill should be more innovative in providing career services support to students, and incorporating greater startup opportunities. **Recommended action**: Refer this feedback to Career Services and explore opportunities to collaborate on innovative projects incorporating student advisors.

Graduate and postdoctoral students

Successes	Dobson Centre: Dobson Cup and X-1 Accelerator are well known within the graduate and postdoctoral student community. Multidisciplinary teams: There have been some opportunities for scientifically-oriented teams to pair with students from the Desautels Faculty of Management, or to receive assistance in designing their business plan from Management students. These interactions have brought significant value and we should look at ways to scale these opportunities.
Challenges	Annual intake: The Dobson Cup and the X-1 accelerator have one annual intake period with may preclude participation by some groups. Responsiveness: Dealing with McGill administrative units can be frustrating with long response times. Opportunities for support and resources are not well communicated. Support from supervisors: Supervisors have varying approaches to graduate and postdoctoral students who are engaged in (or wish to engage in) entrepreneurial ventures or take related courses. Some are wholly supportive, providing advice, allowing students to set aside time and use lab equipment. Many others prefer students to focus exclusively on their academic programs. At McGill there are "no part-time PhDs", so finding time to work on innovative ventures remains a challenge. Some students have solved this by making their innovative ventures part of their research studies. This may be a practice that could be promoted more broadly, or summer or weekend programming could be provided. Many supervisors have a poor understanding of the basics of venture formation, intellectual property protection and commercial development.
Specific Priorities	
Facilitate access to qualified mentors	Provide access to qualified mentors with sector-specific expertise and connections, along the lines of MIT's venture mentoring service. **Recommended action**: Develop a plan to implement a pilot project based on MIT's venture mentoring service to be led by Innovation and Partnerships in cooperation with other groups at the University.

Enhance communications platforms	Create a one-stop online resource that showcases the internal and external partners, opportunities, programs, grants and funding, services, courses, incubators, spaces, labs, speaker series, facilities, databases, platforms and personnel that are available to the McGill community in support of innovation and entrepreneurship. **Recommended action**: Incorporate this feedback in the website redesign let by Innovation & Partnerships together with Sid Lee.
Organize spaces and opportunities for peer networking	Create regular opportunities and spaces for individuals to showcase ideas and connect with community members wishing to work together on innovation projects. **Recommended action**: Refer this as an item of business for the innovation & entrepreneurship working group composed of members from those services and programs across the University who support student entrepreneurs.
Examine University policies related to supervision to give greater opportunities for working on innovative ventures	Examine the policy and incentive framework governing the relationship between supervisors and graduate and postdoctoral students involved in innovative ventures, with the aim of developing greater opportunities for graduate and postdoctoral students to work on innovative projects. **Recommended action**: Refer this item to the Innovation Steering Committee for consideration and recommendations.
Deliver high-quality sector-specific training	Develop opportunities for graduate and postdoctoral students to learn, in a sector-specific context, about IP and venture formation. Some models to consider include the Founder Institute, and MIT Translational Fellows.[1] **Recommended action**: Organize a pilot project in one sector and if successful, expand to other sectors.[2]

Licensees of McGill technologies

Successes	Templates: TandemLaunch has developed licensing templates approved by McGill legal services. These templates have greatly accelerated the licensing process. Compared to the previous era, this is a huge win for McGill. Early involvement: The IDEA team is operating a pilot project to bridge the gap between new technologies at McGill and prospective licensees by

[1] Participant: "Entrepreneurship is a way to increase social responsibility…To give people the means to improve their lives and change the world they live in. McGill should have the responsibility to require students to gain this knowledge. The supervisor should have no choice but to allow the student to participate 2 days per week in a founder institute, etc. If the university indicated that to produce a responsible citizen, this is a necessary step."
[2] Innovation & Partnerships is presently developing a proposal in cooperation with the University of Toronto for a multi-university advanced technology development and commercialization training program in advanced materials.

	working closely with highly qualified intermediaries who understand both worlds. These individuals help identify promising technologies and then determine the best path to commercialization. Early results indicate that this model holds significant promise for enhancing the impact of technology transfer at McGill. **Research productivity**: Given the level of research productivity, there is an opportunity to grow significantly McGill's technology transfer pipeline.
Challenges	**Trust**: Lack of trust on the part of researchers in external licensing partners. McGill needs to work to increase the comfort level of researchers in order to make the technology transfer process flow more smoothly. **Understanding the value of an invention to the outside world**: According to discussion group members, an issue common to many academic inventors is a need to set expectations about the value of a patent or technology to the outside world. A good grasp of the value proposition is critical.
Specific priorities	
Inform academic researchers	Educational content and outreach is needed to provide McGill's academic researchers with an understanding of the commercialization process, the implications of disclosure, the support available at McGill, and basic business "literacy". **Recommended action**: Innovation & Partnerships team to develop and deliver appropriate content via multiple channels (e.g., video, seminars, etc.)
Make McGill technologies visible and get expert counsel at the earliest stages	Make McGill's emerging technologies and inventions (including those developed by graduate and postdoctoral students) visible (e.g. via a student-curated newsletter) to the community of prospective licensees, and give those who license from McGill opportunities to connect directly with our inventors at informal networking events for conversations about what's developing in the labs. Seek early input on commercial potential qualified external allies. **Recommended action**: Innovation & Partnerships to create a mailing list for interested external experts and advisors and examine ways to engage with these advisors at the earliest stages for counsel about the commercial potential of new technologies.

Venture capital investors

Successes	McGill's reputation for excellence in research is extremely strong. There is significant appetite among Canadian venture firms to work more closely with the University. All VCs contacted have been very enthusiastic about helping McGill to establish a McGill innovation fund.

Challenges	**Lack of engagement**: Canadian VCs see McGill as a place of significant opportunity in terms of recruiting graduate students into their portfolio companies, as a source of prospective investment targets, and as a source of expertise and insight into new technological frontiers, however until now McGill has not engaged with these groups in a systematic way. Relationship-building will be important in order to create enduring links. **Legacy of slow action**: Those VCs who have leveraged McGill technologies in the past recall the process to have been slow and administratively burdensome.
Specific priorities	
Showcase McGill inventions and technologies	Create opportunities to showcase interesting new technologies and discoveries to the VC community. **Recommended actions**: Innovation & Partnerships to develop events and opportunities for deeper engagement with the VC community.
Get early feedback on commercial potential	VCs are extremely willing to share their insight on the commercial potential of new discoveries and technologies emerging from McGill research. They can do so in direct conversation with inventors which will enrich the knowledge base at McGill and give VCs more visibility into what exciting work is going on in McGill's labs. **Recommended actions**: Innovation and Partnerships to develop a process for inviting early feedback from the VC community on the commercial potential of new technologies.

Researcher inventors in Medicine, Life Sciences and McGill's affiliated hospitals

Successes	There are excellent examples of individual researchers who have come up with successful models for collaboration inter-institutionally, with industry, and for generating spin-off companies. With additional support, these models can be scaled and a body of best practices will result.
Challenges	**Communication and awareness**: There are many missed opportunities because McGill lacks a credible and dynamically updated "go-to" atlas for entrepreneurship and innovation support and resources available to McGill researchers, and a similarly accessible repository of IP available at McGill. **Executive leadership**[3]: To be successful, McGill needs greater engagement from the executive leadership group as well as a coherent strategy and supportive University culture to cultivate an innovation ecosystem equal to McGill's capacity for excellence in research and discovery. This may be a matter for the ISC to deliberate and develop recommendations on.

[3] Executive Leadership is meant to include the Principal and Vice-Chancellor, the University's Vice-Principals, and the Provost and Vice-Principal (Academic).

	Update: Innovation and Partnerships has convened a working group of Faculty Deans, including the Dean of the Faculty of Medicine, who are most deeply implicated in McGill's innovation agenda. These Deans have endorsed a strategy that combines "baseline initiatives" to more firmly establish McGill's innovation ecosystem, with the identification of one to three globally differentiating "transformative initiatives" to establish McGill leadership on a limited number of innovation themes. The selection of "transformative initiatives" will be completed during the winter 2017 term.
Specific Priorities	
Establish an innovation fund	Commit to the establishment of a McGill innovation fund aimed at early stage proof-of-concept projects in the medical and life sciences sector. Models to consider: • Internal grants supported by philanthropy • McGill "fund of funds" pooling money from qualified investors in the alumni, angel and philanthropic community to invest as an LP into top-tier venture funds with a requirement that the VC fund include a McGill company in its portfolio. • Philanthropy-supported fund (tax advantages) **Recommended actions**: Develop a timeline for consulting with expert external advisors, establishing success criteria, crafting an appropriate proposal, seeking endorsement from the executive leadership team, setting up the necessary operational and legal structures, fundraising and making an initial investment round. **Update**: Consultations are largely complete and Innovation and Partnerships has identified (a) a series of best practices for university-linked innovation funds which may have applicability to McGill and (b) a series of internal decisions required for the detailed structuring and operationalization of the fund.
Open doors and connect McGill initiatives to the outside world	Provide resources to evaluate the commercial potential of McGill inventions and discoveries, and business development support to "open doors", championing McGill discoveries to external markets in cooperation with McGill's inventors. **Recommended actions**: Initiate a pilot project in a limited number of Faculties to provide business development resources to (a) gather information on funding and opportunities to bring McGill discoveries to market, (b) cultivate external networks for research collaboration and technology transfer, (c) make connections and liaise with McGill's IDEA team to execute technology transfer and sponsored research agreements, (d) cultivate strong relationships with McGill's researchers. **Update**: The Goodman Cancer Research Centre has prepared and presented a detailed business case and action plan for the recruitment of

	a world-class business development professional to fill these roles. If this model proves successful, Innovation and Partnerships will support bids for similar roles in other areas at McGill.
Engage mentors	Support the engagement of a network of highly qualified mentors and entrepreneurs-in-residence in selected priority sectors who will provide high-value-added counsel to McGill inventors wishing to spin off companies or develop technologies for licensing. **Recommended actions**: Engage a small number of "entrepreneurs-in-residence" in selected priority sectors and explore the best framework for these roles. After a one-year pilot period, extend the model to additional sectors presenting the greatest opportunity as identified by expert external advisors. **Update**: The Innovation Steering Committee has endorsed an innovation mentorship model in which Innovation and Partnerships provides an array of supports for the establishment of top-calibre innovation mentoring programs across the University. The Faculty of Medicine has been identified as a priority area for this support.
Strengthen formal and informal networks and support greater openness and flexibility in view of opportunities to collaborate across disciplines and with external partners, with McGill playing a leadership role where strategic in establishing these collaborations	**Recommended action**: With the help of expert external advisors, identify a small number of high-value sectors in which McGill can play a leadership role. Engage with McGill researchers to identify ways in which to leverage McGill's strengths and establish shared goals for McGill's role in these networks. Determine a model for providing facilitation and administrative support. **Recommended action**: Gather data from PIs and external advisors, develop a proposal and associated success metrics for supporting a limited number of formal or informal networks, receive endorsement from the implicated hospitals/departments, develop a set of universal templates for the legal and administrative functions associated with the networks, launch, evaluate and extend as new opportunities emerge.

Technology transfer personnel

Successes	**Reaching agreement with MUBEC**: External partners working through MUBEC have been pleased with the turnaround time of research contracts. MUBEC staff prioritize turnaround to ensure a positive start to the external relationship.
Challenges	**Overhead**: There is a need for greater transparency with regard to overhead charges and how these are allocated within the University. **Research contracts**: Some researchers treat industry-sponsored research contracts like grants. There is a need for improved expectation-setting and agreement around milestones and deliverables otherwise relationships deteriorate.

	IP rights: Negotiations with industry research sponsors over intellectual property rights can stretch to two years. Experience has shown that only in rare cases can McGill expect any returns from IP resulting from industry contracts. We may need to examine our requirements to see whether we can dispense with this step or develop a more streamlined approach.
Specific priorities	
Enhance cross-team cooperation	The contracts (OSR) team working on industry-sponsored research agreements would benefit from working in greater alignment with the IDEA team in order to streamline the overall process, provide "heads up" in the case where IP is likely to emerge, and set expectations on the part of researchers in terms of next steps. In the past the same person was responsible for IP and contracts. **Recommended actions**: AVP Innovation & Partnerships and Director, IDEA to redefine the ways in which OSR and IDEA teams work together.
Engage in well-calibrated benchmarking	A shift in operating principles and/or procedures may be useful to consider, as they concern negotiations for IP rights and the overall technology transfer process. External benchmarking of top peer institutions is needed to gain a better understanding of alternative approaches, their effects and their applicability to McGill. **Recommended actions:** Complete an initial benchmarking study of key operating areas within IDEA, OSR, MUBEC and Innovation & Partnerships and implement best practices where applicable and appropriate.
Promote IP to industry research sponsors	Interactions with industry for research purposes may represent opportunities for technology transfer. **Recommended actions:** Examine whether the OSR team can create opportunities to promote McGill IP to appropriate industry sponsors over the course of these relationships.
Add more industrial research chairs	McGill may benefit from additional industrial research chairs. The University currently holds 7 industrial research chairs whereas Laval presently holds 30. **Recommended actions:** Innovation & Partnerships to examine ways in which McGill may be able to establish additional industrial research chairs, possibly in coordination with Canada Research Chairs. FAES has already identified three prospective researchers who fit the profile, other Faculties would be willing to do the same.

Personnel who directly support innovative teams and ventures

Successes	Small-scale support initiatives that have emerged in some Faculties are reaching students and having a positive impact (e.g. ICE, EngInE). Informal referral networks are emerging and connections are being forged across Faculties.

Challenges	**Direct support for student inventors and entrepreneurs**: Historically the mandate of the IDEA office did not extend to supporting student inventors. Students have three sources of direct support at McGill—Innovation Catalyst in Engineering, the Dobson Centre for Entrepreneurship, and the Entrepreneurship Centre at Macdonald campus. **Scalability of legal start-up clinic**: The clinic does not operate in the summer and cannot provide legal advice, only unofficial referrals and recommendations. There may be an opportunity with support from the Innovation and Partnerships team to scale this operation and formalize arrangements with external law firms who specialize in start-up law.[4] **Coordination**: Supporting programs and services across McGill are coordinated informally. There is a lack of knowledge-sharing and communication about new programs and opportunities.
Specific priorities	
Bring together community members interested in entrepreneurship	Create opportunities and spaces for entrepreneurial students to connect with others to form teams, fill roles and share ideas.[5] **Recommended actions:** Refer this as an item of business for the innovation & entrepreneurship working group composed of members from those services and programs across the University who support student entrepreneurs.[6]
Initiate a mentoring program	Implement a mentorship program to match student and faculty ventures with qualified mentors in a structured mentorship program. **Recommended actions:** Develop a plan to implement a pilot project based on MIT's venture mentoring service to be led by Innovation and Partnerships in cooperation with other groups at the University.
Create a cross-University working group to share best practices and strengthen the McGill network	There is enthusiasm for more interaction within this stakeholder group, as well as the sharing of best practices and the development of a stronger cross-University network. **Recommended actions:** Create a working group composed of members who directly support innovation and entrepreneurship on the part of students across the University with the primary mandate of cross-Faculty information sharing and formal coordination of support services.[7]

[4] Note that the clinic now operates out of the Innovation & Partnerships office on a one-day/week basis during the academic year.

[5] This echoes elements of the discussion with graduate and postdoctoral students.

[6] Discussed at the bottom of Pg. 12.

[7] This working group has already been established with participants nominated by their respective Faculty deans.

Lists of discussion participants

Undergraduate students

Angelique Mannella	**Associate Vice-Principal, Innovation & Partnerships**
Eduardo Ganem Cuenca	**Director, Innovation and Entrepreneurship Program, Faculty of Agricultural and Environmental Sciences**
Victoria Mallett	Undergraduate Neurosciences Program
Ariane Schang	Computer Science
Devon Wilson	Bachelor of Commerce
Sanjana Desai	Bachelor of Commerce
Makoto Rheault-Kihara	Bachelor of Commerce
Sean Kaiser	Mechanical Engineering
Mohamed Jameel	Mechanical Engineering
Jérémie Messerli	Faculty of Agricultural and Environmental Sciences
Clara Limongi	Faculty of Agricultural and Environmental Sciences
Thomas Karatzas	Computer Science
Anthony Ubah	Electrical and Electronics Engineering
Aissam Souidi	Engineering
Paul Bridi	Civil Engineering
John Nnamchi	Biochemistry

Graduate and postdoctoral students

Prof. Josephine Nalbantoglu	**Dean of Graduate and Postdoctoral Studies**
Angelique Mannella	**Associate Vice-Principal, Innovation & Partnerships**
Lea Cameron	**Senior Advisor, Innovation Strategy**
Nathan Hordy	Postdoctoral Fellow
Jacob Lavigne	PGSS External Affairs Officer
Mehrdad Mahoutian	Postdoctoral Fellow
William Lepry	Faculty of Engineering
Yannick DMello	PhD Candidate (Photonics), CTO, Patterns, Director at Ottawa Jive Hive
Mostafa Najafiyazdi,	PhD Candidate (Engineering), CEO & Co-founder, Punica Solutions Inc.
Meenakshi Malhotra	Postdoctoral Researcher at CHU Sainte-Justine Research Centre
Pascal Kropf	PhD Candidate Neuroscience
Sean Reed	PhD Candidate Neuroscience
Falisha Karpati	PhD Candidate Neuroscience
Adrian Glowacki	PhD Candidate Civil Engineering
José Luis Ramirez Garcia Luna	PhD Candidate Experimental Surgery
Katie MacMillan	Masters candidate, Nursing
Alex Magdzinski	Masters candidate, Nursing
Ruba Halaoui	PhD Candidate Experimental Surgery
Thomas Nardell	PhD Candidate Pharmacology
Chloe Anderson	Masters' candidate, Food Science, Founder, Avocado Desserts
Jimmy Lee	Postdoctoral Fellow, Director, Goodwater Capital

Mengyin Hong	Dietitian, PhD(c) in nutrition, Co-founder Yumitrition

Licensees of McGill technologies

Mark Weber	Director, Invention Development and Entrepreneurship Assistance
Angelique Mannella	Associate Vice-Principal, Innovation & Partnerships
Lea Cameron	Senior Advisor, Innovation Strategy
Tony Falco	President and CEO, Elekta Canada • Graduate degree in Medical Physics from McGill • Started Resonant Medical, based on a license with McGill • Sold Resonant to Elekta, becoming Senior VP, Software Operations • Mentor to Caldose, 2016 Dobson Cup winner in medical track • Broke into China with Elekta's product. Does M&A at Elekta. Put together a $0.5B deal for an Elekta acquisition. Raising funds for 4 start-ups.
Chris Stern	Managing Director, Sternland Consulting (cleantech business development advisor) • Undergraduate degree in Mechanical Engineering from McGill • His father worked in the TTO at McGill (Michael Stern) • VP of Pure Energies Group, a solar energy company, which was sold in 2014 to NRG Energy • Member of Carbicrete, 2016 Dobson Cup runner-up in innovation track • Started an incubator with some friends from his McGill days. License History • CEO of Carbicrete. • Finalizing a license, with revenue terms based on equity. • License has an assignment clause. If Carbicrete hits appropriate financing target, McGill will assign the IP to the company.
Matt Smith	Partner & COO, TandemLaunch • Undergraduate degree in Electrical Engineering from McGill • COO at TandemLaunch • TandemLaunch licenses technologies from universities around the world • "Patented solutions to real world problems", background with DARPA (robotics). • Tandemlaunch just closed a $12M fund (small part of participation from BDC but no other gov't funding—all private investors, mostly entrepreneurs). License history • With TandemLaunch, use a model where we option the technology first. • TandemLaunch uses the option period to explore the financing potential of the technology and whether a start-up is feasible. If the technology can secure sufficient funding, McGill will assign the technology to the start-up company for a fixed amount of equity.

Venture capital investors

Angelique Mannella	Associate Vice-Principal, Innovation & Partnerships
Lea Cameron	Senior Advisor, Innovation Strategy
Daniel Hetu	Venture Partner, Lumira Capital

Alan MacIntosh	Partner, Real Ventures
Cedric Bisson	Partner, Teralys

Researcher inventors in Medicine, Life Sciences and McGill's affiliated hospitals

Dr. Gordon Shore	McGill University Department of Biochemistry; Member, Goodman Cancer Research Center; Founder and CSO Gemin X Pharmaceuticals; Founder and CSO Therillia Development Company; CSO of Diazon Pharmaceuticals; and Venture Partner, Sanderling Ventures, San Mateo CA.
Angelique Mannella	Associate Vice-Principal, Innovation & Partnerships
Lea Cameron	Senior Advisor, Innovation Strategy
Dr. David Y. Thomas	Department of Biochemistry; member of multiple scientific advisory boards
Dr. Uri Saragovi	Associate Professor, Departments of Oncology, Pharmacology & Therapeutics; Founder, Mimetogen Pharmaceuticals Inc.
Costas Karatzas	Director of Business Development, MUHC
Dr. Michel L. Tremblay	McGill University Department of Biochemistry; Founder MISPRO Biotech Services Inc.; former Director, Rosalind and Morris Goodman Cancer Center; numerous advisory boards
Dr. Brent Richards	Associate Professor, Departments of Medicine, Human Genetics, Epidemiology and Biostatistics; Senior Investigator, Lady Davis Institute
Dr. Gerald Batist	Professor, Departments of Medicine and Oncology; Director, McGill Centre for Translational Research in Cancer; Scientific Director, Montreal Centre for Experimental Therapeutics in Cancer; Deputy Director and Senior Investigator, Lady Davis Institute; Co-founder, Quebec – Clinical Research Organization in Cancer; Chairman, Exactis Innovation Board of Directors

Technology transfer personnel

Angelique Mannella	AVP Innovation & Partnerships
Mark Weber	Director, Invention Development and Entrepreneurship Assistance
Lea Cameron	Senior Advisor, Innovation Strategy
Jean-Francois Nadeau	Director, McGill University Business Engagement Centre
Giovanna Sebastiani	Associate Director (Grants and Agreements), Biomedical and Health Sciences, OSR
Olga Naiberguer	Director (Grants and Agreements), OSR
Ouessou Chérif Aidara	Associate Director (Grants and Agreements), Natural Sciences
Olivia Novac	Technology Transfer Manager (Faculty of Medicine)
Nancy Penate	Patent Portfolio Manager
Derrick Wong	Technology Transfer Manager (Faculty of Engineering and Faculty of Science)
Astrid Reimann	Technology Transfer Manager (Faculty of Agriculture and Environmental Sciences)
David Nguyen	Senior Grants & Agreements Officer, Natural Sciences & Engineering
Jana Porubska	Senior Grants and Agreements Officer, Office of Sponsored Research

Personnel who directly support innovative teams and ventures

Steve Maguire	Director, Marcel Desautels Institute for Integrated Management
Angelique Mannella	AVP, Innovation & Partnerships
Lea Cameron	Senior Advisor, Innovation Strategy

Katya Marc	Industry Liaison Manager, Faculty of Engineering
Renjie Butalid	Marketing and Operations Advisor, Dobson Centre for Entrepreneurship
Carol Clelland	Program Administrator, Dobson Centre for Entrepreneurship
Isabelle Pean	Director, Innovation in Practice
Derrick Wong	Technology Transfer Manager (Faculty of Engineering and Faculty of Science)
Astrid Reimann	Technology Transfer Manager (Faculty of Agriculture and Environmental Sciences)
Mark Weber	Director, IDEA
Roger Cue	Program Director, Agro-environmental Sciences Major
Anita Parmar	Advisor, Innovative Collaboration, Office of Student Life & Learning
Krista Houser	Sustainability Officer and Sustainability Projects Fund Administrator, Office of Sustainability, FMAS
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