

Charles R. Williams

Professional Experience

- Significant experience (30 years) in all aspects of intellectual property management and knowledge transfer within the academic environment including managing contracts and negotiation for sponsored projects services (2 years), management of conflict of commitment/interest review and approval (2 years), external foundations, development, purchasing and other relevant units to manage industry relations. Spun-out over 30 startups from UO and UW since 2002 based on licensed research, with exits to date exceeding \$400 million.
- Twenty years directing academic technology transfer units. Ten years managing largest College of Education and behavioral health portfolio in the US (DIBELS[®], PBISApps[®], easyCBM[®], Family Checkup[®], EARS, and intoCareers) generating \$10 million in licensing in FY 2019 and #1 in AUTM licensing volume.
- Associate Vice President for Innovation with oversight of Innovation Partnership Services, industry research/services contracting, material transfer agreements, data use agreements, interinstitutional agreements, participation agreements (internal rights management and expectations), federal and other sponsor invention reporting, and knowledge based economic development. Director of University of Oregon's Innovation Partnership Services from 2008-2023. PI on EDA Build Back Better subaward to connect UO to community through an innovation network and mentoring program. Co-PI on an NSF PFI award (Hutchison-PI) to increase startup collaborations with UO research labs in materials science.
- Director of the University of Washington's Digital Ventures unit for 5 years. Revenue and completed license agreements rose to represent half of UW TechTransfer activity, largely from project-based licensing programs (bioinformatics software and content).
- Nine years in UW's software and informatics licensing group (copyright, patent and trademark) across campus (School of Medicine, College of Engineering, etc.). Developed UW's direct licensing program that distributes software to thousands of users with sustainability resource return annually exceeding \$2,000,000.
- Three years' experience in UW's patent licensing group supporting College of Arts & Sciences with responsibility for intake, evaluation, drafting, marketing and asset protection.

- Certified Licensing Professional (CLP) 2007-2021.
- Litigation experience in environmental and contract law as well as contracting experience in sports entertainment.
- Teaching experience in intellectual property management (including development and delivery of a semester UO law school course), marine science, environmental policy, and general biology.
- Active Washington State Bar #24169
- U.S. Citizen.

Education

Ph. D., Botany, University of Washington, 2002

Dissertation: "Molecular Systematics of the cyanobacteria *Microcystis*, *Anabaena* and *Aphanizomenon* of the Cyanoprokaryota"

J. D., University of Washington School of Law, 1994

M. Sc., Biology, University of Dundee, Scotland, 1989

Thesis: "Immobilization of Photosynthetic Microorganisms and the Effects of Immobilization on Cell Storage and Response to Environmental Stress"

B. S., Botany, University of Washington, 1988

B. S., Molecular Biology, University of Washington, 1987

Positions

Senior Director of Contracting and Regulatory Affairs, Dean's Regulator and Business Affairs Unit, UW Medicine
March 2023-Present

Associate Vice President for Industry, Innovation & Translation, University of Oregon

December 2022-March 2023

Responsible for all duties of the previous Associate VP Innovation position. Supervision of Assistant VP for Economic Development & Industry Engagement (EDIE). EDIE leads and facilitates the identification, engagement, and execution of effective research, other sponsored activities, and educational partnerships with companies, research organizations, economic and business community

engagement organizations, corporate foundations, and government groups. Initiated Launch Oregon, LLC to support University of Oregon spinout opportunities.

Associate Vice President for Innovation, University of Oregon

October 2014-November 2022

Responsible for all duties of the previous Assistant VP position. Member of the Vice President for Research and Innovation's Executive Team, managed conflict of commitment/interest review and approval from 2017-2019, member of the financial conflict of interest review committee (ex officio), chair of intellectual property collective bargaining negotiation committee, Regional Accelerator and Innovation Network Eugene board representative (2014-2016), liaison for export control (through 2018), member of national security task force, and manager of VPRI Innovation Fund that has distributed over \$600,000 in translational research funding to UO faculty and research spinouts since FY 2018. Founded University of Oregon National Academy of Inventors Chapter that now has 4 Fellows, funded and provided oversight for the launch of the Women's Innovation Network in 2021.

Assistant Vice President for Innovation, University of Oregon

January 2012 to September 2014

Oversight of Innovation Partnership Services managing technology transfer functions, University policies related to intellectual property, sponsored projects grants and contracts (all activity from 2012-2013, current industry activity), IPS graduate internship program, support of Regional Accelerator and Innovation Network in Eugene, and member of Vice President for Research's executive team. Liaison to the 3 Oregon Signature Research Centers (ONAMI, BEST, and OTRADI) in support of UO's board members. Launched 4 startups in FY 2013 and doubled industry research (\$). Partnered with Graduate School to launch RAIN Legal Fellows program in 2014 and the Colligan UI Prize Competition launched in Fall 2013.

Director, University of Oregon Office of Technology Transfer

July 2008 to December 2011

Supervision of 2-3 licensing staff and responsibility for all licensing and related technology transfer agreements for the university. Program focus on strategic innovation management, College of Education licensing programs, biological research tool licensing and spin-outs and enablement of high-quality startup opportunities based on Oregon innovation. IPS supports both the Zebrafish International Resource Center (ZIRC) and the Zebrafish Information Network

(ZFIN) on behalf of NIH (MTAs in and out as well as data and software), and strategically supports UO's globally recognized green chemistry and materials science program, evidence-based education materials, and molecular biology. Piloted legal extern program for office and started Graduate Training Fellowship Program.

**Adjunct Instructor, University of Oregon School of Law
2008-2010**

Developed and taught a semester course titled "Intellectual Property Strategies" for 3 years. Designed to engage law students to understand the role of information asset management and working in teams with technologists, business development, and IP strategists. Included major exploration of Open Innovation concepts and multiple business models.

**Associate Director, University of Oregon Office of Technology Transfer
May 2007 to July 2008**

Responsible for licensing portfolio from the College of Education (ranked in the top 5 U.S.). Member of Internal Leadership Team for the Innovation & Entrepreneurship Program, a joint program between the Office of Technology Transfer, School of Business, and School of Law. Member of leadership team for the University of Oregon's Venture Development Fund (uoventurefund.uoregon.edu) supporting experiential education, translation of research, and startup seed funding. Co-founder of Innovate Collaborate Oregon (icoregon.net). Member, University Senate committee on Scholarly Communications. Chair of the Association of University Technology Managers 2008 Software and Digital Media Course.

**Director, UW TechTransfer Digital Ventures
April 2003 to May 2007**

Responsible for the management of the University of Washington's software and informatics licensing unit with revenue in each of my last two fiscal years exceeding \$4 million. Supervision of 5 licensing staff, and 2 administrative support staff in a team environment. UW officer responsible for copyright ownership determinations. Consulted on IP and data issues in purchase contracts, research agreements and other UW relationships. Digital Ventures spun out three startup companies each year and physically hosted 3 projects within the UW TechTransfer office. Startups include Farecast (Professor Oren Etzioni founded-acquired by Expedia), Physware (acquired by Mentor Graphics) and TeraNode (molecular biology lab management). Co-instructor in UW's Intellectual Property Management Certificate program 2003-2006, training over 60 students through hands on activities. Frequent guest lecturer for UW Law School's CASRIP and IP

LLM program as well as UW's Business School. Supervised 10 legal externs from UW Law School's CASRIP and IP LLM program. Trained 10 graduate students and 5 undergraduate students from a variety of backgrounds (engineering, business, information science, biology, computer sciences) through fellowship and work study programs.

**Interim Director, UW TechTransfer Digital Ventures
August 2002 to March 2003**

Interim management of the Digital Ventures unit during Vice Provost search. Annual licensing revenue in FY 2003 of \$3.6 million on a budget, including legal, of \$650,000. Drafted and initiated implementation of Digital Ventures intake process including revision of software registration, disclosure documents, and consultation request system.

**Licensing Officer, Office of Software & Copyright Ventures
January 2002 to July 2002**

Developed, managed and executed direct licensing program. Supervised the IP Law Clinic. Managed a standard licensing portfolio including startup licensing. Assisted SCV Director with Intel Lablet negotiation and drafted informatics management exceptions to the UW/HHMI agreement. Supervised SCV office manager.

**Technology Manager, University of Washington
1999 to 2001**

Responsible for express licensing program at the Office of Software & Copyright Ventures (> \$2 million annually). Portfolio included bioinformatics research tools (Professor Green's Phred, Phrap and Consed suite), proteomics software (Professor Baker's Rosetta suite for which I was a co-architect of the Rosetta Commons which led to the creation of the Institute for Protein Design and numerous spinouts), databases and content. Supervision of legal extern program in collaboration with the School of Law. Co-Development of privacy policies, website terms of use, and trademark practice for projects. Member of development team working on 2nd generation technology transfer theory and implementation as an extension of academic practice.

**Graduate Assistant, Software Transfer, University of Washington
1999 to 2001**

Developed the initial direct licensing program under the direction of the Director of Software Transfer, reviewed contract management of software portfolio, drafted and negotiated licenses, trained program assistant in IP office practice

and implementation of standard operational procedures, and terminated selected licenses in response to licensee breach.

Research and Teaching Assistant, Dept. of Botany, University of Washington 1995 to 1997

Investigated bioreactor cultivation of red algae for production of high value pigments under an STTR grant. Taught advanced phycology at Friday Harbor Marine Labs, general biology for the UW Biology Program, and environmental policy at the UW Institute for Environmental Science. Supervised and trained 2 undergraduates with Mary Gates Scholarships as part of dissertation project.

**Attorney at Law, Private Practice
1994 to present**

Member of the Washington State Bar. Directed formation of the non-profit Professional Figure Skaters Cooperative (proskaters.org) and the Northwest Society for Ecological Restoration. Pro bono General Counsel for Turtle Island Productions.

**Education Chair for Licensing Executive Society- Portland/Southwest Washington Chapter.
2009-2012**

Co-taught PD 101 course on Intellectual Property

Chair, AUTM Software Course, Austin, 2008

**General Counsel, Cascade Conservation League
1994 to 1997**

Litigated public interest environmental protection cases under the Washington State Environmental Policy Act, Clean Water Act, Growth Management Act and local Critical Area ordinances initially as President of the UW Environmental Law Society and subsequently with the Cascade Conservation League.

**IPMAC Committee Member
1995 to 1997**

Represented University of Washington graduate students on UW's faculty intellectual property committee with oversight over OTT. Approved changes in the UW policy to manage equity and IPMAC's resolution to bring OTT on to main campus.

Legal Intern, Office of Technology Transfer, University of Washington

1992 to 1995

Assisted OTT Technology Manager in all aspects of intellectual property management including disclosure, IP evaluation, rights management, patent evaluation, copyright registration, patent attorney management, licensing and "push" marketing.

Teaching Assistant, Department of Botany, University of Washington

1990 to 1992

Laboratory and field instruction in general biology (ecology/plants), advanced phycology, and plant taxonomy.

Technology Transfer Publications

Williams C.R. and Barnett G. (2009) Digital Ventures: Managing Software- Based Research Assets. Pages 31-52 in Developing University-Industry Relations: Pathways to Innovation from the West Coast. Edited by R.C. Miller, B. J. LeBoeuf and associates. Jossey-Bass Publishers.

Select Invited Presentations

"U.S. University Technology Transfer and Economic Engagement" Keio University and Japan Patent Office Invited Lecture, Virtual, June 4, 2022.

"New Trends in Open Source Licensing and Why Every TTO Should Care" Western AUTM Annual Meeting, Seattle, September 2019.

"Oracle vs Google" Central AUTM Annual Meeting, Columbus, July 2019

"Licensing to Startups" AUTM Startup Course, Minneapolis, June 2016

"Open Licensing Challenges" AUTM Software Course, Minneapolis, June 2016

"Strategies, Methods, and Tools for Commercializing Creative Works" AUTM Annual Meeting, San Diego, March 2016

"Social Enterprise and Education" AUTM Annual Meeting, New Orleans, February 2015.

"The Great Digital Divide: Innovation and Commercialization of Digital Technologies in the 21st Century" AUTM Annual Meeting, Anaheim, March 2012.

"Software Licensing," Education Track, AUTM Annual Meeting, New Orleans, March 2010.

"Open Innovation," AUTM Annual Meeting, Orlando, February 2009

"Copyright 101: Vroom and Catch That Train," AUTM Annual Meeting, San Diego, February 2008

"Next Generation Technology Transfer," Oregon Research Council, July 2007

"Industry Relations and Technology Transfer," Keio University, Tokyo, January 2007

"UW Software/Digital Media Model," AUTM Software Course, Pittsburgh, June 2006

"Informatics Licensing," Licensing Executives Society, San Francisco, February 2006 Meeting

"Who Owns Knowledge?" Vancouver Public Library, Vancouver, British Columbia, October 2005

"Best Practices in IP Licensing," Tokyo Medical & Dental University, January 2005

"Licensing from a University Perspective," Washington State Bar Association CLE, September 2003

"Copyright Myths and Monsters," Bastyr University, Seattle, July 2002

"2nd Generation Technology Transfer," Keio University, Tokyo, January 2002

"Deploying Data," AUTM Annual Meeting, San Diego, February 2002

Past Service

ONAMI Board Member

Business Oregon SBIR match program review committee

AUTM Software Course Committee

AUTM Software IAA Working Group

Awards & Extracurricular Activities

Center on Teaching and Learning, MVP 2014 & 2019

Northwest Algal Symposium, Best Student Presentation, 1999

University of Washington Cray Biology Teaching Award, 1997

American Water Research Association Fellowship, 1997

President, Environmental Law Society-UW Law School, 1992-94

Senator, Graduate & Professional Student Senate- UW, 1991-94

Drum Major-University of Washington Husky Marching Band, 1986-1988