

FINAL DRAFT\* – February 19, 2003

Considerations and Principles  
Regarding Strategic Corporate Alliances

- I. The plan for Strategic Corporate Alliances for the Life Sciences, as developed, represents an enormous creative leap in Cornell's thinking about its educational and research mission and the role of outside enterprises.
  1. Vice President Inge Reichenbach, her staff, as well as Vice Provosts Richardson and Adler, should be commended and encouraged to complete the process of planning.
  2. The Plan should serve as a prototype for the overall Cornell effort.
  
- II. ***The basis of any rationale behind The Plan for Strategic Alliances should be to create an effective and strong mechanism to further enable Cornell to execute and expand its research and educational missions.***
  1. The academic independence of the University and the integrity of the Cornell name must be paramount.
  2. Research and academic considerations must be the primary factors in determining the goals, structures, operating procedures and decision making related to corporate strategic alliances.
  3. The plan and participants should recognize that basis of external relationships, in all probability, will ultimately be governed by relationships at the researcher to researcher, scientist to scientist level.
  4. Faculty participation in any alliance, as outlined, must be voluntary.
  5. Participation by the highest ranking members of the University's and the Faculty's administration is critical. Their commitment to the process and to the maintenance of specific relationships must be assured.

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\*This document has not been reviewed by the Executive Committee of the Board of Trustees.

6. The University should maintain a broad vision of what it seeks or may gain from any alliance. These elements may include, among others, research collaborations, laboratory or equipment access, provision of equipment, funding of faculty, students, symposia or facilities.
    - a. Maximizing licensing revenues and royalty income should not be the driving factor in structuring a general plan for strategic alliances.
  7. The University's intellectual property rights policies and the freedom of information principles in place at the time of the creation of a strategic alliance should serve as the guide for the alliance.
    - a. A review of the University's intellectual property rights policies, considering the comments of the various panels in the Land Grant Mission, the Engineering Advisory Council, the Technology Transfer Committee of the University, the Cornell Research Foundation and other University resources should be undertaken , optimally before any major strategic alliances are concluded.
- III. The participation and direction of President Rawlings, President Elect Lehman and the Provost this time is requisite and appropriate. Their active, ongoing participation will be crucial.
- IV. The Plan for Strategic Alliance should include the Weill Cornell Medical College.
1. Vice Provost / Dean Gotto should be involved in and committed to the planning, implementation, management and execution of the overall plan and any alliance that touches upon the life sciences or human health care.
  2. Senior Weill Cornell personnel should be a permanent part of the critical management and monitoring staff and management structure.
- V. The leadership of all other colleges, including Veterinary Medicine, ALS, Human Ecology, A&S, Law, The Johnson School and ILR, Engineering and AAP should

be committed to a process of designing and implementing strategic alliances, as each may have something varied and valuable to contribute.

- VI. Faculty should be deeply involved in the planning, execution and monitoring of any plan for strategic alliances, as well as involvement in and commitment to the creation of the plan.
- VII. The creation of an independent External Monitoring and Advisory Board, with responsibility for monitoring whether the plan and alliances are operating in a manner consistent with the goal of furthering the University's research and educational missions, should be considered.
- VIII. A strong, effective, centralized management structure must be created that is responsible for managing all components of any alliance.
  1. All opportunities for outside alliances should flow through this organization, although it will not have the ability to require involuntary participation.
  2. The organization should be a resource that allows the University to catalog and understand all potential components of a strategic alliance.
  3. The organization should be the central contact point for parties wishing to collaborate with the University and should operate in a manner that makes the University and the organization easily accessible and responsive to faculty and potential or existing corporate partners.
  4. Research and academic considerations should be the primary determinants of any management decisions.
  5. The organization should be flexible in structuring any strategic alliance, understanding that differing scientific fields, academic / research endeavors and corporate enterprises have differing strengths and needs. These should be accommodated to provide benefits to all parties.

- IX. The plan, and any alliances, should include provisions that will require periodic review and would allow the University to implement modifications or terminate alliances that were not judged to be successfully furthering Cornell's research or educational missions.