

ings, and occasionally they may need access to conference rooms.

Part of your XIR's responsibility will be to navigate the school's IP portfolio and scout for opportunities. Providing them access to the junior analysts or licensing assistants can help the XIRs do this quickly and easily and can pay dividends. And part of the benefit of the program is the chance for the tech transfer office's senior team to get to know these high-powered execs, and vice versa. That means that, at a minimum, participation by the tech transfer office directors in group meetings is critical to drive success on both sides.

### Conclusions

Our XIR approach has worked well for us, but as mentioned earlier, there are many ways to run

such a program. The 'right' approach will depend on a variety of factors: budget; diversity of scientific disciplines covered; ability to attract top-tier talent; and degree of entrepreneurial energy on campus. I would encourage all institutions to review the survey material at the link I provided, find a model that works for you and then keep

iterating over time. If you find a particularly good approach not mentioned above, please e-mail me so Columbia and the rest of the university community can learn from your success! **b**

### COMPETING FINANCIAL INTERESTS

The author declares no competing financial interests.

## First Rounders Podcast:

### Rachel King

Rachel King is president and CEO of GlycoMimetics and former chairwoman of the Biotechnology Innovation Organization. Talking with *Nature Biotechnology*, King discusses gene therapy, how a CEO handles layoffs and growing up with chickens. <http://www.nature.com/nbt/podcast/index.html>

