



NYU

Technology Opportunities and Ventures

# AVOIDING DEATH BY PAPER CUT:

Express Licensing SSHA Assets for Efficiencies and High Impacts

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# Agenda

- Creative Works Assets- Who, What, Why?
  - General
  - Software
- Licensing
- Case Study: Soteria
- Case Study: Jacobi



# Creative Works Assets at the TTO

- Protectable under copyright and/or trademarks
- IP Policy differences from inventions
  - Professor's privilege/ Traditional Scholarly Works
  - "Different," requiring infrastructure
- Broad spectrum of creators
- Public understanding threshold ↑
- Leadership narratives



CW Assets are common in disciplines including social sciences, public health, education, computer science ancillaries, and the humanities.

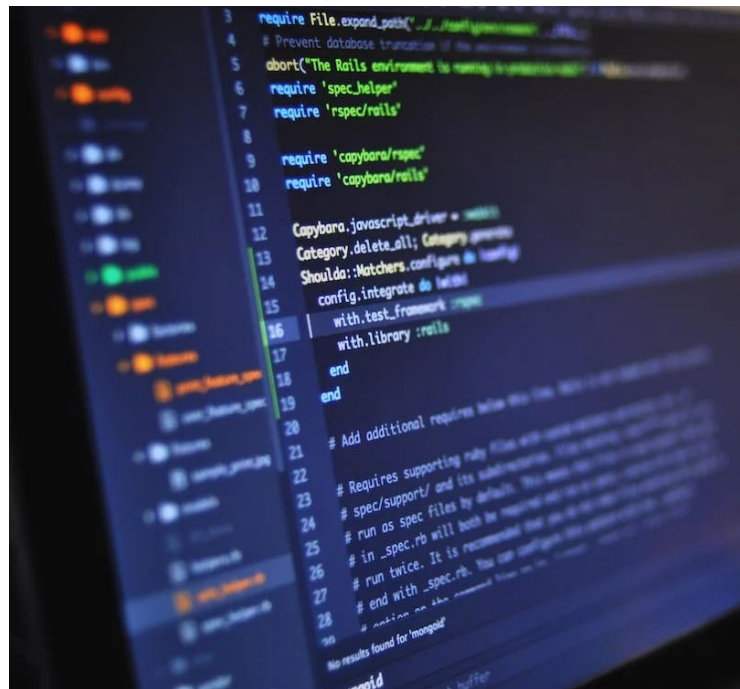
# What might be disclosed as a “Creative Work?”

- Big net of potential assets:
  - Curriculum for beyond campus: courses, workshops, or trainings
  - Maps or designs\*, historic or current
  - Images, film, games
  - Institutionally commissioned works of authorship, like dept. textbooks
  - Code, Software\*, Apps, VR
  - Databases, data sets, or simulations
  - Assessments and questionnaires
  - Tools or calculation parameters
  - Resource or training guides
  - Informational websites



# Software

- Code is language (copyright)
- Novel processes/methods, etc. sometimes patentable
- Software licensing via express or click-through format is endemic
- Reflexive open source release major challenge for TTOs
- Consider non-commercial versions as standard
- Educate early and often; avoid messy disclosures (or tech leaks)
- Third party marketplace hygiene (Google, Apple, other proprietary (Steam, Unity, etc).



# LICENSING CREATIVE WORKS: DIFFERENT ASSETS, DIFFERENT STRATEGY

# Licensing Creative Works

- No patent? No problem. No “winners/ losers.”
- Non-exclusive licenses = most common
  - Tiered; market segment tailored templates
  - Turn up the volume
- Third party distributor?
  - Asset variant
- De-risk, de-couple the services
  - “Spin in,” maybe spin out? Set it and forget it?
- Software click-through, industry standard
  - Devil in details; version control
- TMs for dual-layer IP protection



# Death By Papercut\*: Soteria®

- “Train the Trainer” curriculum to prevent sexual violence/domestic assault (Bringing in the Bystander®). Disclosed at near zero level interest to market.
- I-Corps; new marketing strategy
- License template nested within Services Agr; trial case with SPA
  - License fee (small, flat), with services
  - Two internal revenue streams; licensee sees one bill
- 400+ licenses in 3 years (^560K)
- Value rich; Exclusive start-up

\*(Case study examples from my tenure at the University of New Hampshire, 2018-22)

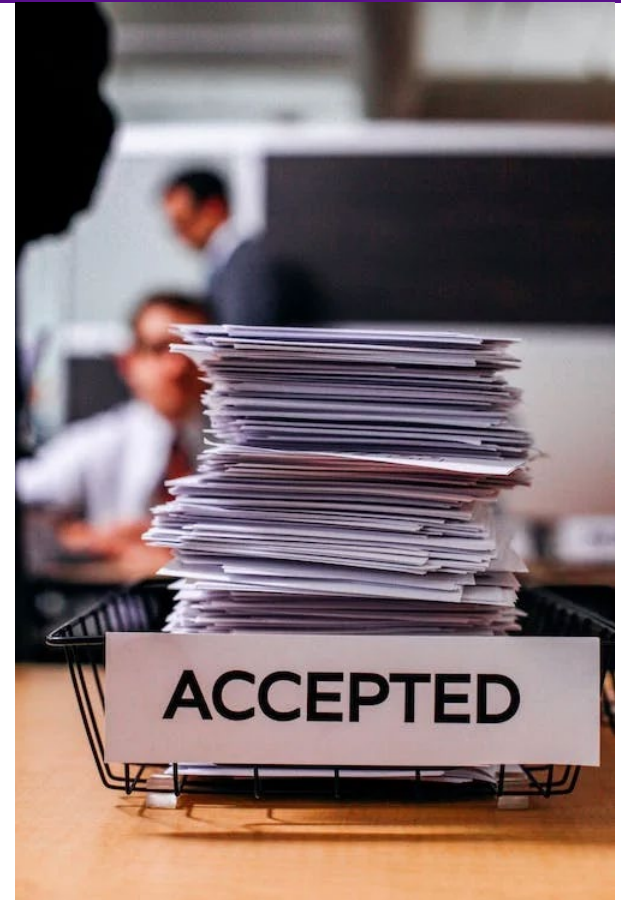




Exhibit B:

The Licensing Manager



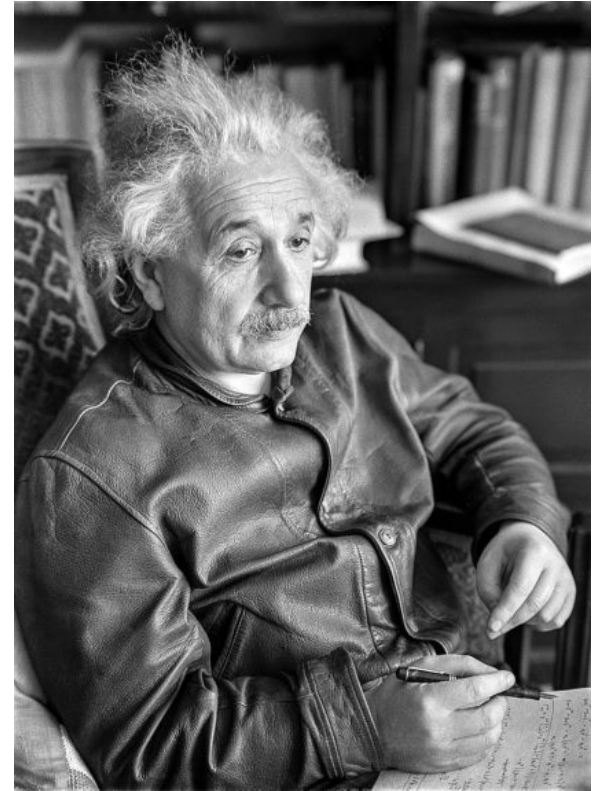
# Lessons Learned

- Template non-exclusive licenses for high volume, fast return
- Manual contracting → perception of negotiability
- Major capacity drain
- Record keeping, invoicing, internal transactions, all create bottlenecks and problems
- Payment pathways different at smaller value levels
- Startup pathway not always viable; problematic
- **Technical solutions** can solve repetitive task problem; reduce negotiation
  - Free TTO staff for higher function problem solving



# Licensing Like Shopping: Jacobi

- Large image collection, bequest from Lotte Jacobi
- Housed in uni Library (50K images), historically significant.
- Gift agreement compliance required digital licensing pathway.
- Revenue stream needed for collection upkeep.
- NO INNOVATOR.
- Third party deal, low returns.



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# Licensing Like Shopping: Jacobi, Cont'

- Technology based solution adopted (E-Lucid)
- Visibility, curation
  - Revenue up 30% over 2 years
  - Internal partnerships (marketing, dept)
- High initial effort, lower upkeep/maintenance
- Non-negotiable click-through for NERFs, standard license uses
- Others referred to TTO Staff

The screenshot shows the University of New Hampshire's digital image collection interface. The header includes the UNH logo and navigation links for HOME and PRODUCTS. A search bar is present with the text "Search products". The breadcrumb trail reads: Home > All products > Images > The Lotte Jacobi Collection > Lotte Jacobi Signature Collection > Lotte Jacobi Signature Collection.

### Lotte Jacobi Signature Collection

Lotte Jacobi Signature Collection

The main content area displays a grid of 12 numbered image thumbnails (1-12). Each thumbnail includes a small UNH logo and the "acrob" watermark. The images include portraits of various individuals, a woman writing, a man holding a child, and a man smoking a pipe.

On the right side, there are two license options:

- UNH Standard Editorial Image License**
  - License for Images for Standard Editorial Use.
  - Preview terms
  - Term: 5 years
  - Price per unit: TBD
  - Please select the image you wish to license.
  - Dropdown menu: 001: Harkness Panda
  - ORDER NOW button
- UNH Scholarly/Academic Image License**
  - A non-exclusive, royalty-free license for research use only.
  - Preview terms
  - Term: 5 years

# Final Lessons

- TTO staff time and attention, most prized resource
- **How:** Creative Works DTC models can be managed with technological solutions
- **Why:** CW licensing is worth doing:
  - New revenue streams to different parts of campus,
  - Diversification of innovator engagement
  - Social impact

Sometimes we need more people.

Sometimes our people need better tools.

***Know which problem you have.***





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