



Winds of Change

2023
ANNUAL REPORT

**DEALMAKING TRENDS IN THE EVOLVING
INNOVATION ECONOMY**



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VISION

LES' vision is to advance the business of intellectual property to fuel the evolving innovation economy.

MISSION STATEMENT

LES' mission is to empower its community to drive strategy, transactions, and deals involving intellectual property business and law.

In this Annual Report of the Licensing Executives Society (U.S.A. and Canada), Inc., the Society highlights the achievements, activities, and events of the 2022-2023 year under the leadership of President and Chair Karthika Perumal. Karthika completed her term of office at the 2023 Annual Meeting in October, and Ann Cannoni was elected and installed as President and Chair at that meeting. Her remarks at the LES Annual Meeting in Chicago are published on Pages 2-5. As well as her Q&A profile.

Highlights include the Treasurer's Report, where Steve Holzen summarizes the finances for 2023, identifies the most significant financial challenges for LES in the future, and outlines the actions that LES is taking for improved economic performance. The full report for 2023 compared to previous years can be reviewed on Page 7.

Also presented are the biographical sketches of the Officer and Director candidates for election at the 2023 Annual Meeting. The Society and the Annual Report Committee encourage the wide dissemination and use of this Annual Report, both as an informative publication of the many activities and programs in which LES volunteers have expended many thousands of hours throughout the year and as a promotional tool for the Society. We welcome the broad use of the Annual Report as well as comments and suggestions for future issues.

The Annual Report Committee expresses its special thanks on behalf of the Society to all the staff and volunteers.



PAST-PRESIDENT'S 2022 Acceptance Speech

Encouraging LES Membership To Make Space For New Friends And Colleagues

Karthika's acceptance remarks as she assumed the role of LES President and Chair at the 2022 LES Annual Meeting.

KARTHIKA PERUMAL

Good afternoon—I thank the LES membership, for placing your confidence and trust in me to serve as your President for the 2022-2023 term.

To everyone in Life Sciences and IUGI Sector (where I grew up as a LES member)...to the LES Board Members and Past Presidents and my colleagues at Womble Bond Dickinson...I thank you all for encouraging me to take on leadership roles. I thank those of who have guided me, supported me, and educated me. Thanks to my

blood family here—Prem, Rajiv, Chithra, Veena, and Sona for supporting my time and commitments to the LES family!

My main goal this year is to encourage the membership to make space at the tables in our professional and LES communities to include more new friends and colleagues. Please reach out to me if you have any ideas on how we can better serve you.

I am excited to be part of this successful in-person meeting and look forward to connecting with more of you today and tomorrow.

2022 LES Annual Meeting Photos



Volunteers: The Heart Of The LES Community

Ann's Acceptance Speech on Monday, October 16, 2023 at the LES USA & Canada Annual Meeting, Chicago, IL



ANN CANNONI

Thank you—Karthika, fellow members of LES, and the LES Board.

It is a great honor to be elected President of LES USA & Canada.

I am profoundly grateful that you have entrusted me to be the steward for LES USA & Canada for 2023-2024.

LES is already recognized as the foremost organization in the United States focused on issues relating to licensing of Intellectual Property. I look forward to serving LES to promote the growth and goals of the organization.

I'd like to thank my family, and my LES family, for supporting and encouraging me over the years. My LES family has given me far more than I can ever return, and I am fortunate and thankful to have friends who are as capable, inspiring, and welcoming as you.

I'd like to thank immediate past presidents Karthika Perumal and Scott Williams for guiding LES through the challenges of the post-COVID environment to emerge stronger than ever. It has been a real pleasure working with you, and on behalf of myself and everyone at LES—I thank you. Also, I'd like to congratulate Evelyn Chen and welcome you as the next president-elect for LES USA & Canada.

My hope is that everyone who joins and par-

ticipates in LES finds it to be as welcoming and inclusive of a community as I have found it to be.

I joined LES in 2011 to expand my professional network and learn more about licensing and dealmaking. I attended my first LES annual meeting, and since I was in the chemical industry, I wandered into the CEEM sector meeting to find out what it was all about. I was lucky enough to have Louise Levien take me under her wing and introduce me to many people, who introduced me to even more people, and soon, I realized that I had this whole community available to me, and it was FUN. One of the things that I have tried to do for the folks I meet is to do the same thing for them as Louise did for me, to make them feel welcome and connected to LES. I encourage all of you to take some time, and do the same, to make everyone feel connected and welcome within LES.

I also want to thank all the LES volunteers who work so hard to make LES a success.

You may not be aware, but all of the content offered at this Annual Meeting and throughout the year: the Education, Workshops, Panel Discussions, Webinars, and Special Events—all comes as the result of the hard work of many, many LES volunteers. The heart of the LES community is our volunteers, who power all of the networking, sharing, education, and activities that we all enjoy.

I give my personal thanks to every LES volunteer. Someone once said to me: "With LES, you get out of it what you put in." Maybe you enjoy teaching. Maybe you would like to develop your leadership skills or networking. LES has an opportunity for you. I encourage each of you to get involved with LES. Ultimately, the engine and heart of the LES community is all of you.

Please join us next year for the 2024 Annual Meeting in October in New Orleans—*Laissez Les Bon Temps Roulez (Let the Good Times Roll)*!

Thank you.





ANN CANNONI

PRESIDENT'S Message

Exciting Developments With USPTO And CIPO Education And Community Outreach

Ann Cannoni opened the second day of the LES Annual Meeting with these remarks.

Hello Everyone,

Welcome to Day 2 of the Licensing Executives Society Annual Meeting. This morning, we have five exciting workshops ranging from Artificial Intelligence, Regulatory Landscape for Food and Drug and Cosmetics, to the CHIP Act, followed by a plenary panel led by Pam Cox on Dealmaking Trends.

We encourage everyone to attend the Sector meetings after lunch to learn more about sector activities, discuss areas of focus for the Sectors, and actively participate in the Sectors. Our sectors: Life Science, Hi-Tech, Physical Sciences, IUGI, and Brand as a Business, are the lifeblood of LES.

In the afternoon, we have a series of twelve workshops, including the Top 10 Court Decisions of the Year Affecting Licensing, presented by Russell Levine.

I'd like to update everyone about an exciting new opportunity for LES. We had an informative and productive meeting on Sunday with Director Kathi Vidal from the U.S. Patent and Trademark



President's Circle from left: Ann Cannoni, LES President and Chair; Karthika Perumal, Past-President and Chair; and Evelyn Chen, President and Chair-elect.

Office and CEO Konstantinos Georgaras from the Canadian Intellectual Property Office to discuss how we can continue to grow our working relationship between LES and the USPTO and CIPO organizations. As we heard from Di-

rector Vidal and CEO Georgaras in their panel discussion yesterday, some technical areas of focus for the Patent Offices include Climate, Space, and Artificial Intelligence. They wanted to discuss how LES can help move the pipeline of inventions and products in these and other areas into the marketplace more quickly through education.

One of the recent initiatives of the USPTO has been to place PTRCs (Patent and TM Resource Centers) in local communities to educate and assist inventors and entrepreneurs. These Resource Centers provide education and pathways to inclusive innovation and level the playing field in the ecosystem. LES' strengths are in education and public policy, so this is a natural fit for us to become more engaged with the USPTO ecosystem.

In our meeting, we discussed other new patent office initiatives, including Education: New Inclusive Innovation Program—The USPTO would like to partner with LES to leverage our education and resources to build an education program within the next six months. National Entrepreneurship Strategy: Remove barriers to commercialization. These barriers affect the supply chain, climate change, and national security. The USPTO seeks to create a program to provide an education certification for startups that have met certain criteria to help qualify for venture capital funding as part of a Small Business Administration certification package.

What resources can LES provide to support these initiatives? (1) We have many great educational offerings, such as IP Basics, Valuation, etc., that can be adapted for these initiatives, and (2) Our Standards initiatives make it easier for companies/parties to work together.

President's Message, continued on page 4

The goal of these patent office programs is to help solve the issue of how we can bring people together so that they can solve problems for themselves so that the government doesn't have to lean in and change incentives. Part of the solution is Inclusive Innovation, which provides a neutral and balanced approach to accelerate innovation in the marketplace. Another part of the solution is to understand what happens in the life cycle of product development and commercialization with the goal of removing barriers to progress. The patent offices have been successfully collecting analytical data and plan to accelerate and improve this process. What can we, as LES, do to help the USPTO and CIPO collectively understand the marketplace, how to map and navigate both USPTO and CIPO data to understand the relevance of the data, and facilitate moving inventions to the marketplace faster by providing information and removing barriers? LES possesses a wealth of valuable licensing and development information from our Royalty Rate and Deal Term Surveys, as well as other relevant information. All of this has led both agencies to approach LES to work together

to move the innovation ecosystem forward.

In addition to the external initiatives discussed above, we are working on many initiatives within LES to enhance the organization for your benefit. We are working on increasing community engagement and membership to enhance the value proposition for our members. The LES Sectors, Chapters and Committees have emerged from the COVID era and are providing content and opportunities to engage with our community. The Annual Meetings are live, providing enhanced opportunities to network in person. We have recently implemented the IP Owner Group Membership Program and the Emerging Leaders membership program to successfully grow our membership. We are implementing strategic partnerships with other organizations to enhance our outreach. Also, we are working on financial sustainability and developing new sources of revenue.

As we circle back, LES has a long history of success and impact since 1965. We are working hard to promote LES and move it forward for the next 70 years.



LES USA & Canada leadership, the 2023-2024 Board of Directors: From left back row: Eric Gottschling, Efrat Kasznik, Lalit Gaur, Ian DiBernardo, Karthika Perumal (Past- President and Chair), Mihaela D. Bojin, Nicki Kennedy, Michael Perham, Chitra Kalyanaraman, Sam Wiley; From left front row: Steve Holzen, Rachel Kreppel, Eric Victory, Evelyn Chen (President and Chair-elect), Ann Cannoni (President and Chair), Louise Levien, Arpi Siyahian; Absent: Karen Temple.



ANN CANNONI

PRESIDENT'S Profile

Getting to Know LES President Ann Cannoni

Ann M. Cannoni is a partner and vice president at the Webb Law Firm, an intellectual property firm in Pittsburgh, Pennsylvania. She has worked at Webb Law for 18 years, concentrating on patent strategy, preparation, protection, and litigation around pharmaceuticals, polymers, organic chemistry, and medical devices. Before joining Webb Law, she was senior patent counsel at Schering-Plough, a pharmaceutical company, and was counsel at PPG Industries for seven years. Ann earned her undergraduate degree in chemical engineering from Villanova University and her law degree from the Catholic University of America. She has been an LES member since 2011 and has served on the board for three years. She succeeded Karthika Permul as President in October 2023.

Q. What inspired your switch from engineering to law?

A: Ann: Chemical engineering, of course, involves both chemistry and mechanical work. It's interesting—you don't find that many chemical engineers or science people in law except in the patent areas. I worked for a couple of years as a chemical engineer, but I wanted to do something that included more of my interests. I'm kind of what I call ambidextrous; I like science, and I also like reading, writing, and speaking. So I thought the law would be a good fit. To be able to leverage my engineering experience in my legal work has been great. My work is a very interesting mix of new inventions, law, and helping people make the most of their inventions.

Q. How did you get involved in LES?

A: Ann: I learned about LES from a colleague at Schering-Plough, and I was intrigued. I've always done licensing work and due diligence, so I thought LES sounded like an interesting organization to be part of. I found the people to be wonderful—just great to work with! It's never a chore to volunteer for LES, and it was very easy to get involved. After working in what's now called the physical sciences sector, and serving as sector chair, I was asked to join the board.

Q. What projects have you especially enjoyed working on?

A: Ann: I've worked on membership for the three years I've served on the board. It's been rewarding, although challenging with COVID, to retain members and find new ones. We have a very good, very creative group working on membership, and we've come up with two new programs. I'm pleased with how successful they have been. One is the IP Owners program, a group membership for

up to 15 people. Employees of corporations, universities, research organizations, research foundations, nonprofits, and government organizations are eligible. We have 35 IP Owner members, and we just started the program about a year-and-a-half ago.

The other new program is Emerging Leaders, which is targeted at folks who have less than 10 years of experience in licensing or intellectual property. They get a reduced rate for the first three years and opportunities for leadership experience. We've attracted well over 100 Emerging Leader members since January 2022.

The connection with LESI is a great asset. Since I've gotten more involved and become acquainted with some international members, I've had opportunities to attend events overseas. It's helpful in my own work to make these kinds of connections and exciting to meet people from all over the world who share my interest in licensing.

Q. What ideas do you have for your term as President of LES?

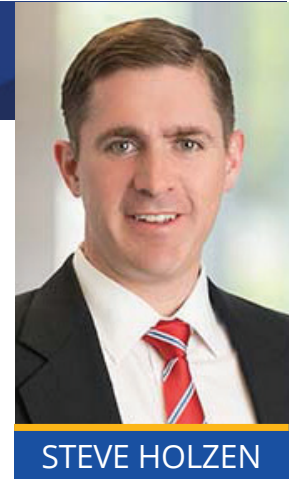
A: Ann: I'd like to say—each president holds office for one year, but the immediate past president, the current president and the upcoming president work together so there is continuity. The president, of course, is the final decision maker, but all three of us are involved, and that collaboration is very beneficial to the organization.

There are so many things I want to work on! I especially want to enhance the membership experience—that is, get more feedback about what our members are interested in, and I want to increase the frequency and content of our webinars and educational events. It's great that we're getting back to holding in-person events, and we definitely want to increase those. I'm interested in creating more networking opportunities both within LES and with LESI, the international organization.

I also want to encourage people to volunteer. It's been my experience that you get far more out of it than you put in. LES members are great to work with—intelligent, amazingly dedicated, friendly, and a lot of fun. I was recently talking to someone who's involved with LES, and she said, "When we get together, it's kind of like having all your fun cousins in one place." I wish I had said this because I thought it was a perfect description of LES gatherings.

Q. How do you like to spend your leisure time?

A: Ann: Well, I'm married, and I have a dog who would like to take up all my free time. I really love to run marathons. I'm not fast, but I can finish. I've run four of the six majors—New York, Chicago, London, and Berlin. So maybe someday when I retire, I'll have time to do the other two major marathons.



STEVE HOLZEN

Revenue and Expenses Lower

2023 was a productive year for LES USA & Canada, marked by successes and the unwavering dedication of our members. Our innovative IP Owners program continued to flourish, while two in-person gatherings—the LES Annual Meeting in Chicago and the LESI Conference in Montreal—proved to be resounding triumphs. As a result, we realized annual revenues of \$1,385,298 and an operating surplus of \$105,379. Many thanks to the support of our members, sponsors, volunteers and partners—you are a testament to the collective power of the LES community.

Membership

Our membership increased in 2023, with a total membership of 1189, reflecting a 15% increase over the previous year. This growth was fueled by both individual members and our thriving IP Owner groups. Individual memberships increased by 13%, while IP Owners saw a 20% annual increase, which underscores the value our IP Owners partners find in our unique programs.

To ensure members receive exceptional service and resources, we transferred \$104,192 to LES International. This investment represents 8% of our total expenses. By collaborating with LES International, we amplify the benefits of belonging to this dynamic community.

LES USA & Canada Education and Networking

Throughout the year, our members were at the forefront of innovation, navigating the “Winds of Change” in the ever-evolving world of intellectual property. October saw Chicago transformed into a vibrant hub of IP minds. The “Winds of Change” themed Annual Meeting delved into the hottest dealmaking trends shaping the future of innovation. Registration revenue increased with a 33% increase year-over-year, reaching \$591,711. This is a testament to the unparalleled value and relevance of the content we offer.

Our spirit of collaboration unfolded as we co-hosted LES International's Annual Conference in Montreal in April. This global gathering provided a unique platform for members to expand their networks, exchange ideas across borders, and

discover fresh perspectives on the IP landscape. The event had a positive impact, helping us secure \$82,492 in co-hosted event revenues, further solidifying our position as a leading thought leader in the global IP community.

This financial strength speaks volumes about the commitment of our members and the enduring value we provide. It also fuels our passion to continuously innovate, expand our offerings, and empower our members to achieve even greater heights in the years to come.

Sponsorship

On behalf of the Licensing Executives Society and the countless beneficiaries of our mission, I want to express our deepest gratitude for the generous patronage of our sponsors. These financial contributions transcend mere financial contributions; it represents a powerful commitment to the ideals of a more transparent, informed and ultimately more valuable Intellectual Property marketplace. Through your continued partnership, you have amplified our voice, propelled our initiatives, and fueled our unwavering pursuit of thought leadership within the industry. The impact of your support ripples outward, empowering licensing professionals around the world with the knowledge, resources, and connections they need to excel.

This year, our generous sponsors contributed \$268,760 in revenue. We used these funds to further extend LES' legacy of empowerment, paving the way for a future where IP thrives as a cornerstone of innovation and economic prosperity. We hope that all of our members recognize our sponsors as vital partners in this shared journey and that LES continues to grow alongside our partners, where together, we can leave a lasting mark on the IP marketplace.

Audit of Our Financial Results

Transparency is our top priority. That's why we entrust an independent CPA firm and a vigilant Audit

[Treasurer's Report, continued on page 7](#)

Committee to examine our finances. Our CPA gave our financials a clean bill of health for our financial statements, provided below.

Outlook for 2024

As we enter the new year, the vibrant melody of innovation beckons us to New Orleans for the 2024 LES Annual Meeting in October. This year's theme, "Using Intellectual Property to Improve Our Lives," resonates deeply, aligning perfectly with the power we hold to harness IP's potential for positive change. Imagine a gathering brimming with thought leaders, dealmakers, and IP strategists converging to explore how our expertise can shape a brighter future. Think collaborative sessions delving into healthcare advancements, sustainable technologies, and groundbreaking solutions that touch every facet of the human experience. This is the vibrant

energy of the LES community, and you're invited to be at the heart of it.

But it doesn't stop there. Just months earlier, the Big Apple awaits in June with a half-day in-person event to ignite your intellect and expand your network. Get ready for a blend of cutting-edge education, insightful discussions, and strategic connections with fellow members, all within the electrifying pulse of New York City. This is your chance to sharpen your skills, uncover new perspectives, and solidify your place in the dynamic world of IP licensing.

We look forward to 2024. A year brimming with knowledge, connection, and the unwavering conviction that, together, we can use IP to improve the world around us. Mark your calendars, prepare your ideas, and let's harness the power of our community to make 2024 a year of transformative breakthroughs and shared success.

Financial Summary

	2023		2022		2021		2020		2019	
Revenue:										
Meetings	\$807,547	58%	\$753,764	51%	\$282,984	29%	\$213,584	5%	\$802,480	42%
Membership	431,239	31%	476,416	32%	525,212	54%	615,404	66%	770,872	40%
Education/Other	89,999	6%	89,540	6%	113,824	12%	172,182	17%	216,811	11%
Committees/ Chapters	21,280	2%	38,934	3%	41,370	4%	16,034	4%	100,325	5%
Communications	3,791	0%	21,787	1%	11,821	10%	9,732	1%	11,404	1%
Investments	3,855	0%	51	0%	54	0%	148	0%	3,170	0%
Other	27,587	2%	86,609	6%	-	100%	-	0%	-	0%
Total Revenue	\$1,385,298	100%	\$1,467,101	100%	\$975,265	100%	\$1,027,083	100%	\$1,905,062	100%
Expenses:										
Meetings	\$658,085	51%	\$795,309	53%	\$163,397	19%	\$204,900	19%	\$850,209	42%
Administrative	205,594	16%	223,081	15%	207,350	24%	379,055	34%	560,972	28%
Education/Other	59,650	5%	69,509	5%	214,566	24%	261,758	24%	195,986	10%
Committees/ Chapters	83,529	7%	90,305	6%	182,627	21%	123,455	11%	203,042	10%
Certification	30,166	2%	38,607	3%	-	0%	-	0%	-	0%
Membership	138,035	11%	148,917	10%	-	0%	-	0%	-	0%
Communications	103,759	8%	122,497	8%	108,236	12%	131,336	12%	222,125	11%
Other	1,101	0%	11,400	1%	-	0%	-	0%	-	0%
Total Expenses	\$1,279,919	100%	\$1,499,625	100%	\$876,177	100%	\$1,100,504	100%	\$2,032,335	100%
Revenue over/ (under) Expenses	\$105,379		\$(32,524)		99,088		\$(73,421)		\$(127,273)	



ANN CANNONI
President and Chair

Ann M. Cannoni, CLP, is a Vice President and Director for The Webb Law Firm. Ann is an Intellectual Property attorney with almost 30 years of experience in patent strategy, preparation, protection and litigation in the chemical and mechanical fields, with an emphasis in pharmaceutical, polymer, and organic chemistry and medical devices. Before joining The Webb Law Firm, Ann served as Senior Director-Patents for Schering-Plough Corporation, where she was in charge of all chemistry patent activities. Her responsibilities included product life-cycle management, patent application preparation and prosecution, preparation of patentability, infringement and validity opinions, due diligence for licensing, as well as attorney and staff supervision. Earlier, as Assistant Counsel Coatings & Resins for the Automotive OEM and Aerospace Business Units of PPG Industries, Inc., Ann supervised all Intellectual Property activities for these business units. Prior assignments included conducting similar activities for the Fiberglass and Biomedical Business Units.

Ann received her B.ChE degree from Villanova University and JD from the Catholic University of America, and is a Certified Licensing Professional (CLP).



KARTHIKA PERUMAL
For Immediate
Past-President and
Past-Chair

Karthika Perumal, an LES member for over 20 years, has served on the Board of Directors since 2019 and also as Co-chair of the 2020 LES Annual Meeting and Program Chair for the 2018 LES Annual Meeting. She also served as Chair for the LES Life Sciences Sector Executive Committee.

Karthika is currently a partner in the Technology Transactions group at Womble Bond Dickinson (U.S.) LLP where she specializes in protection and commercialization of intellectual property assets including patents, copyrights, data rights, and trademarks in the energy and life sciences space. Karthika works with clients across various industry sectors to defend and monetize their innovations and to develop strategic IP portfolios. Her IP transactions practice includes: technology licensing and other commercialization agreements; multiparty collaboration and joint venture agreements; product manufacturing, supply, and distribution agreements; and software development/support and service agreements, among others.

She previously was an Associate Director for Technology Development at the University of Texas Medical Branch (UTMB). In that role, she developed commercialization strategies for various technologies, and led numerous successful technology commercialization deals, including helping to structure six life sciences start-up companies. She has been recognized by Texas Super Lawyers® as a Rising Star in Intellectual Property in 2018 to 2022. She is committed to advancing and sponsoring careers of diverse professionals in the STEM and legal fields and in April 2022, she received the Houston Intellectual Property Law Association's Excellence in Diversity Award.

Ms. Perumal is a Certified Licensing Professional (CLP) and received her JD from University of Houston Law Center and her PhD in Pharmacology from Baylor College of Medicine.



EVELYN CHEN
President-Elect and
Chair-Elect

Evelyn Chen is a Senior Counsel in Ericsson's IP Rights & Licensing group. In her role, Evelyn supports Ericsson's patent licensing policies and practices for its industry-leading portfolio of over 49,000 patents.

Before joining Ericsson, Evelyn was a patent litigator and prosecutor at Sidley Austin LLP, representing both national and international clients. She also clerked for the Honorable David Folsom in the United States District Court for the Eastern District of Texas.

Evelyn has an Electrical Engineering degree and a law degree from The University of Texas at Austin. Prior to attending law school, Evelyn worked as a registered patent agent for several years, prosecuting patents in a wide-range of technologies ranging from telecommunications to biomedical instrumentation.

Evelyn is currently serving as a member of the LES Standards Board.

CANDIDATES 2023-2024



LOUISE LEVIEN
For Secretary

Louise Levien, PhD, CLP is currently a licensing consultant. She also is an active volunteer, not only for LES, but for the MD Anderson Venture Mentor Service, for Brown University and for College Money Matters. She continues to use her experience as a scientist and licensing professional to mentor others as well as develop and deliver training in the field of IP licensing. Louise retired from ExxonMobil Upstream Research in 2017, after holding diverse scientific, managerial and staff assignments. She spent the last third of her career working the company's Commercial, Intellectual Property and Licensing group, and was responsible for IP processes, the intellectual property aspects of agreements, and licensing transactions impacting ExxonMobil's upstream business.

Louise holds a ScB degree in Geological Sciences from Brown University and MS and PhD degrees in Geochemistry from Stony Brook University. She is a Certified Licensing Professional and co-inventor on two patents.



STEVE HOLZEN
For Treasurer

Steve Holzen is an expert witness and a consultant on a range of financial and economic issues. He provides liability and damages analyses in complex commercial disputes including patent, trademark, copyright, trade secret, and breach of contract litigations and in international trade investigations. He also consults on non-litigation projects involving healthcare compliance, transactions, and strategic business decisions. Corporations and attorneys benefit from his well-rounded and comprehensive understanding of intellectual property issues including strategic assessments, risk analyses, economic damages, due diligence, early and pre-case assessments, fair market value assessments for healthcare compliance purposes, and other complex topics. In addition, Steve has lectured about intellectual property damages and valuation issues on several occasions and has published articles about intellectual property damages, licensing and valuation issues. He co-authored a book titled "Winning the Patent Damages Case" which serves as a guide for patent litigators and in-house counsel involved in patent infringement matters. Prior to his consulting career, Steve served as a Patent Examiner with the U.S. Patent and Trademark Office.



EFRAAT KASZNIK
For Director

Efrat Kasznik is President of Foresight Valuation Group and a Lecturer at the Stanford Graduate School of Business. Efrat is a Silicon-Valley based valuation and intellectual property expert with two decades of consulting experience, focusing on assisting IP holders across industries with the valuation and monetization of their intangible assets. She helps clients, ranging in size from Fortune 100 companies to start-ups, with IP and business valuations in support of licensing deals, IP and technology acquisitions, M&A transactions, tax reporting, strategic planning, and fundraising. She also frequently serves as a testifying expert in legal disputes involving IP and startup valuations and damages.

She served as Chair of the High-Tech Sector (2019-2020), and is currently serving as Chair of the Valuation Committee of LES USA & Canada. She is also a member of the Board of the LES Silicon Valley Chapter. Efrat has been recognized as one of the top IP strategists in the world by IAM 300 every year since 2013. Throughout her career, she has also served as co-founder and adviser to several Silicon Valley start-ups, and held the position as CFO at a telecom start-up. She currently serves on the advisory boards of several start-ups, accelerators and venture funds in the United States, Europe, Asia and Israel.

Efrat received an MBA from the University of California, Berkeley, and a BA in Accounting and Economics from the Hebrew University, Jerusalem.



CHITRA KALYANARAMAN
For Director

Chitra Kalyanaraman is Senior Patent Counsel in Johnson & Johnson's Digital Health Technology group, providing intellectual property counseling and deal support for high-tech computing projects across J&J's various healthcare sectors.

Prior to joining Johnson & Johnson, Chitra spent 12 years in private practice in San Francisco and Washington DC, working with a variety of technologies, including artificial intelligence, autonomous aviation, computer vision, image processing, medical devices, and the Internet of Things.

She has a JD from American University Washington College of Law, and a BS in Computer Science from Carnegie Mellon University.

CANDIDATES 2023-2024



LALIT GAUR
For Director

Lalit Gaur, MBA, CLP™ is a seasoned business development and licensing executive with over 20 years of proven track record in leading business development and licensing (BD&L) transactions, alliances, strategy, and deal making.

Currently, as Global Head of BD&L, Lalit leads a team responsible for executing BD&L transactions and strategy for VETOQUINOL, one of the globally leading pharmaceutical companies focused on animal health. Prior to joining VETOQUINOL, Lalit led and founded a management consulting advising clients ranging from governments to startup on BD&L transactions. Lalit has served in many BD&L capacities and across many segments of the life sciences industry. He started his career in human medical diagnostics, then to life sciences research and on to leading BD&L for Novartis AH, then to his current role.

Lalit has been a member of the Licensing Executives Society for more than 15 years and currently serves as Chair of the Life Sciences Sector. Over the last decade or so, Lalit has remained very active with life sciences serving as a mentor, a judge to the business plan competition, and co-chair of many sub-committees in the Life Sciences Sector. He earned an MBA from Rice University and MS in Biology (Molecular) from Texas A&M.



ERIC GOTTSCHLING
For Director

Eric Gottschling, CLP, has more than 30 years of experience in the automotive industry, having been employed by General Motors, Delphi and BorgWarner. He has experience in engineering, finance, program management, business management, intellectual property, and licensing.

Specific to the licensing field, he has been involved with technical analysis, financial valuation, and deal transactions. In 2017, he was appointed Global Director of Licensing for Delphi Technologies and has maintained that role during/after BorgWarner's acquisition of Delphi Technologies. Eric's current responsibilities include 3rd party technology in-licensing and out-licensing. He also serves as a member of the LES High Technology Sector.

Eric received his BSE in Materials Engineering from the University of Michigan, MS in Science and Technology Management from Rensselaer Polytechnic Institute, is a US Patent Agent, and also a Certified Licensing Professional (CLP).



IAN DIBERNARDO
For Director

Ian DiBernardo is the Chair, IP Litigation and Practice Group Leader, US Technology Practice at the law firm of Brown Rudnick LLP. For over 25 years, he has represented clients across the intellectual capital ecosystem in creating, protecting and monetizing assets. His multifaceted IP and technology practice includes building worldwide patent portfolios, bringing products to market by providing clearance opinions, negotiating licenses, manufacturing, supply and distribution agreements, and litigating all types of IP and related breach of contract matters. His transactional practice includes both stand alone IP and technology agreements, such as outsourcing, cloud computing and license agreements, and larger corporate transactions, such as mergers and acquisitions and joint venture agreements.

He frequently works in the areas of software, financial services and FinTech, food science and AgTech and MedTech, and represents funds in connection with IP-focused investments.

Ian has been recognized in Legal 500 in the area of trade secrets; ranked multiple times by Chambers USA: America's Leading Lawyers for Business in the area of Intellectual Property: Patent; named an IP Star by Managing Intellectual Property Magazine; and named in Super Lawyers in each of the specialties of Intellectual Property, Intellectual Property Litigation, and Information Technology/Outsourcing.

Ian received his JD, magna cum laude, from Syracuse University College of Law, and his BS, cum laude, in Electrical Engineering from Bucknell University.



NICKI KENNEDY
For Director

Nicki Kennedy is a partner based in the Denver, Colorado office of Kilpatrick Townsend & Stockton. She has a degree in chemistry from Randolph-Macon College and worked at a pharmaceutical start-up company before attending law school at the Catholic University of America, Columbus School of Law. Ms. Kennedy was also a patent examiner in the chemical arts. She now focuses her practice on trial before the Patent Trial and Appeal Board of the United States Patent and Trademark Office. Nicki also manages patent prosecution and invalidation challenges in the US and worldwide for clients in the chemical field.

Nicki is originally from New Jersey, practiced in DC for almost 15 years, and is now enjoying living in Denver with her husband and three young children. She has been attending LES events since 2011 and was a co-chair of the Physical Sciences (formerly CEEM) sector.

CANDIDATES 2023-2024



ERIC VICTORY
For Director

Eric Victory is Vice President, Global Strategic Marketing at Aurinia Pharmaceuticals in Rockville, MD. Previously, Eric worked at AstraZeneca's MedImmune unit as VP, Partnering & Strategy—Head for Cardiovascular, Metabolic, & Infectious Disease, leading licensing activities for two of the company's therapeutic areas. In this role, Eric successfully closed the acquisitions of Spirogen and Amplimmune, brought on Sanofi Pasteur as a partner in developing MedImmune's MEDI8897 (nirsevimab) next-generation RSV antibody, and led negotiations for multiple other key agreements across the pipeline.

Before that he managed MedImmune's US Government pandemic influenza contracting, and held other roles in business development and marketing. Eric served over five years as a commissioned officer in the US Navy Nuclear Propulsion Program, and he holds bachelors degrees in physics and political science from Stanford University, and an MBA from Northwestern University's Kellogg School of Management.



KAREN TEMPLE
For Director

Karen Temple has 15+ years of experience in technology commercialization across a range of sectors. In her current role with the University of Toronto, Karen works with researchers to develop the commercial potential of their technologies and negotiates the technology license deals with companies, including technology ventures. Prior to joining the UT, Karen worked in companies from large corporations to early-stage ventures in technical and business development roles. Over the course of her career, she has published numerous peer-reviewed academic journals and is a co-inventor on a number of patents.

Karen has served on the LES Education Committee and as the LES Toronto Chapter Chair of the LES USA & Canada. Ms. Temple received her PhD, Materials Chemistry from the University of Toronto.



ARPI SIYAHIAN
For Director

Arpi Siyahian is a patent attorney at Bookoff McAndrews, PLLC. She is passionate about enabling innovators to protect and commercialize their intellectual property.

Prior to joining the firm, Arpi was a Senior Technology Manager at NUtech Ventures, the technology transfer and intellectual property management affiliate at the University of Nebraska-Lincoln (UNL). In her role, she drafted and negotiated numerous complex intellectual property licenses and sponsored research agreements. Arpi regularly consulted with academic researchers on technology development projects to strengthen intellectual property and render these technologies more desirable for licensing and commercialization. She advised multiple university startups and was an instructor in the Nebraska Introduction to Customer Discovery Program (currently known as Nebraska iCorps).

Arpi has been a member of the Licensing Executives Society since she started her licensing career almost a decade ago. She credits LES courses and the community for helping her develop professionally over the years. Arpi has served as the 2019 & 2020 Annual Meeting Program Chair, 2021 and 2024 Annual Meeting Chair, and Life Sciences Sector Chair.

Arpi holds a PhD in biological chemistry from UCLA, a BS in biochemistry from UC Riverside, and a JD from the University of Nebraska-Lincoln. She lives in Lincoln, NE, with her husband, Bedross, and two daughters, Knar and Yeraz.



SAM WILEY
For Director

Sam joined LOT (License on Transfer) Network in 2023 to lead LOT's thought leadership and partnerships initiatives. In his IP career, he has examined patents with the USPTO, testified in Federal court on the value of IP, and advised clients ranging from Fortune 100 multinational companies to boutique law firms on implementing technologies that streamline IP operations and provide critical decision support on innovation strategy. He has presented on IP and innovation topics across North America, Europe, and Asia, and is the chair of the Licensing Executives Society Valuation and Pricing Committee.

Sam holds a BS in Computer Science from New Mexico State University and a JD from University of Arizona, James E. Rogers College of Law.

CANDIDATES 2023-2024



MIHAELA BOJIN
For Director

Mihaela Bojin is an Associate Director at the University of Iowa Research Foundation (UIRF). She has extensive expertise in intellectual capital management (licensing, business and intellectual property assessment, partnerships) in a variety of areas (pharmaceuticals, drug delivery, medical devices, software, etc.)

Mihaela has held numerous leadership positions as a Board member of the LES Standards Development Organization (SDO), Chair and founder of the LES Iowa Chapter, Chair of the LES Standards ISO/TC 279 Innovation Management Committee, VP of LESI Patent and Technology Licensing Committee, University of Iowa committees (Conflict of Interest, IP policy), and the University of Iowa Staff Council (executive committee, HR, university relations). In 2020, Mihaela was selected as a member of the IAM Strategy 300, an elite global group of IP strategists.

Mihaela is a Certified Licensing Professional (CLP) and a registered patent agent with the US Patent and Trademark Office. Prior to joining UIRF, Mihaela was a patent agent at a New York City Intellectual Property Practice Group, where she managed complex patent dockets for US and foreign pharmaceutical, chemical, and cosmetics clients. Mihaela also has extensive research and teaching experience gained as an assistant professor on tenure track at the City University of New York, and as a postdoctoral scholar at the University of California, Davis, and at New York University. Mihaela holds a PhD in Theoretical Chemistry from Cornell University, and a BSc in Chemistry from University of Bucharest, Romania.



MICHAEL PERHAM
For Director

Mike Perham has been a member of LES since 2009, having served multiple roles on Annual Meeting Committees, the Life Science Sector leadership team, and the Young Members Council. He is currently Chair-elect of the Life Science Sector.

Mike is currently the Director, Innovations and External Relations at the Howard Hughes Medical Institute, Janelia Research Campus, overseeing technology transfer, open science, external relations and library services. His experience includes roles in technology transfer and IP management at UTMB, the University of Virginia, a startup called Microlab Diagnostics, and Health Diagnostic Laboratory. He has spent the last 12 years negotiating and managing a wide variety of out- and in-licensing agreements, Intellectual Property rights transfers from open-source to collaborative development arrangements, managing IP portfolios and leading litigation efforts.

He studied Chemistry at the University of Texas and received a PhD in Biophysical chemistry from Rice University where he was an NIH Biotechnology Trainee and Keck Fellow in the Houston-Area Molecular Biophysics Program.



RACHEL KREPPEL
For Counsel

Rachel has been a member of LES since 2002 and has served as the Vice President Public Policy and Standards. She has been an active member of LES participating on the Public Policy Committee for the last several years. She currently serves as a Trustee at Large.

Rachel is Senior Assistant General Counsel for Purdue Pharma L.P. in Stamford, Connecticut. She manages patent litigation, primarily Hatch-Waxman cases, and settlements of patent litigation. She also is involved with IP licensing. After law school, Rachel went directly in-house to Purdue. At the beginning of her career, she focused on licensing agreements to support Purdue's discovery research and other research groups, including licensing agreements with universities.

In 1999, Rachel received her BS in Chemistry with a minor in Management (concentrating on Entrepreneurship) from Rensselaer Polytechnic Institute. She attended Chicago-Kent College of Law in its Honors Scholars program and received a JD with a certificate in Intellectual Property in 2002. She is admitted to practice in the states of Connecticut and New York and the USPTO.

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