



Appointment of  
Chief Executive

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## Executive summary

Cambridge Enterprise is a wholly owned subsidiary of the University of Cambridge, delivering a range of technology transfer, consultancy and seed fund services in support of a community of world-leading researchers, inventors and entrepreneurs.

The Board of Directors of Cambridge Enterprise and the University of Cambridge are currently looking to appoint a new Chief Executive, who will lead the company and enable Cambridge innovations to be effectively brought to market for societal benefit. An effective and creative leader, who is able to form productive relationships with a wide range of stakeholders,

is sought for this high profile role. The successful candidate will have experience in accessing significant development resources, the ability to work at the interface between commercial and not-for-profit organisations and possess considerable business acumen.

Applications should consist of a CV accompanied by a brief covering letter addressing the criteria in the person specification. These can be uploaded at [www.perrettlaver.com/candidates](http://www.perrettlaver.com/candidates) quoting reference code 0909. The deadline for applications is midday on Tuesday 30th August 2011.

# Cambridge Enterprise

Cambridge Enterprise exists to help University of Cambridge inventors, innovators and entrepreneurs make their ideas and concepts more commercially successful for the benefit of society, the UK economy, the inventors and the University.

Cambridge Enterprise Limited is a wholly owned subsidiary of the University of Cambridge. It has 44 staff and a turnover of £10 million. The Cambridge Enterprise team currently supports close to 1,000 University researchers at all stages of the commercialisation process.

Further information, including a copy of the company's most recent Annual Report, can be found at:

[www.enterprise.cam.ac.uk](http://www.enterprise.cam.ac.uk)

Cambridge Enterprise delivers its mandate through three overlapping business units:

## 1. Technology Transfer Services

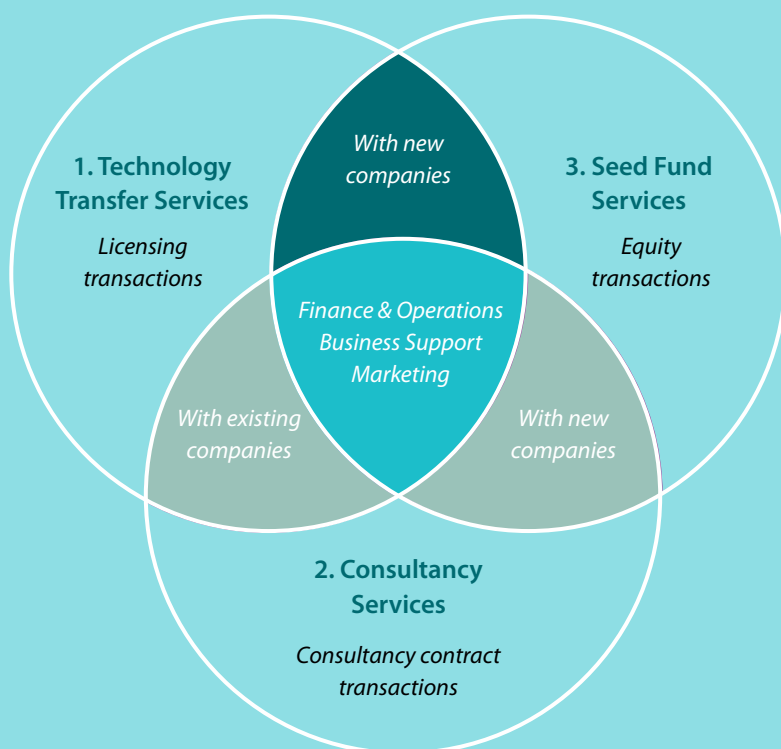
Services include providing support to academics in securing research and development funding; invention disclosure management; patent strategy, filing and maintenance; proof of concept funding; research reagents transfer; intellectual property licensing and contract management; income distribution and bespoke marketing.

## 2. Consultancy Services

Support for University staff and research groups wishing to provide expert advice or facilities to public and private sector organisations worldwide. This includes negotiation of contract terms; assistance with costing and pricing; provision of insurance cover; formal arrangements for use of University facilities; invoicing; debt collection; and income distribution.

## 3. Seed Fund Services

Services include access to capital and expertise via Cambridge Enterprise Seed Funds and the Investment Committee; angel and early stage investors through Cambridge Enterprise Venture Partners; equity portfolio management; business planning, mentoring and bespoke marketing. Since the establishment of the Seed Funds in 1995, our investee companies have successfully raised close to £600 million in funding, representing a leverage of 75 times the University investment.



*The Finance and Operations, Business Support and Marketing teams support all three business units through bespoke management information systems and best business practice. Through these resources, project information can be linked back to the source of the original research funding, helping academics, funders and the University to track research throughout the commercialisation process.*



## History and current context

**Technology transfer at Cambridge has been taking place since the 1970s, first through the Wolfson Industrial Liaison Office and later through the Research Services Division, now the Research Office. Cambridge Enterprise became a limited company in 2006.**

Since April 2010, Cambridge Enterprise has been located in the Entrepreneurship Centre at the Hauser Forum ([www.hauserforum.com](http://www.hauserforum.com)), a specially built centre that acts as a hub for entrepreneurial activity for Cambridge/East of England. Based on the University's West Cambridge Site, it is co-located with ideaSpace, PraxisUnico and Cambridge Network.

During the last three years, Cambridge Enterprise has:

- seen income from licensing, consultancy and equity transactions exceed £27 million;
- returned over £22 million of that amount to the University and to the researchers whose ideas are the foundation of important products and businesses;
- seen a 73% increase in consultancy activity;
- made 17 investments, based upon University research;
- assisted Cambridge researchers in securing £3.9 million in translational and proof of concept funding for 67 projects;
- completed 878 technology transfer transactions, leading to more and more products reaching the market through licensing activities.

## Structure, governance and organisation



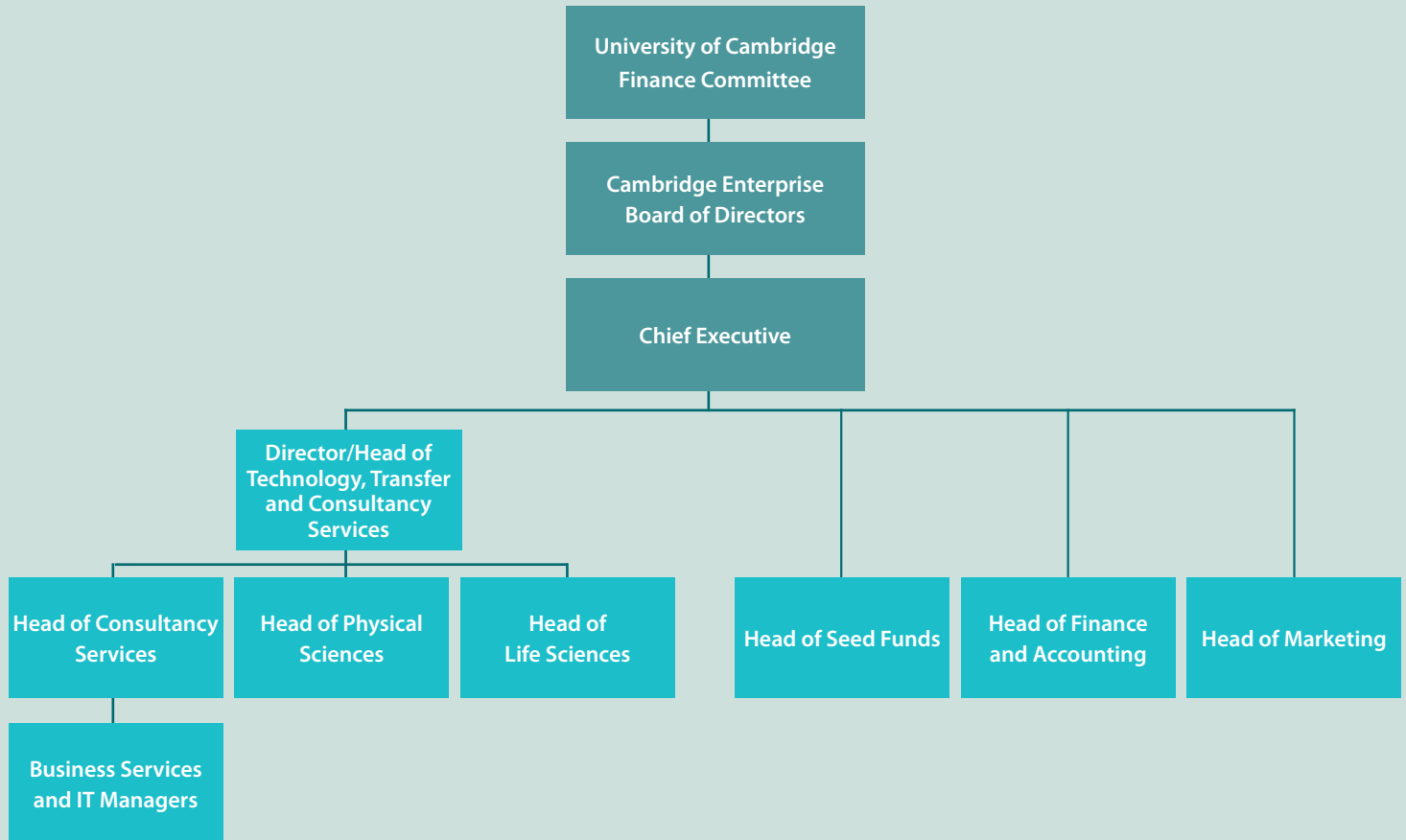
Cambridge Enterprise is governed by a Board of Directors appointed by the University. The Cambridge Enterprise Board of Directors reports to the University through the Finance Committee (a committee of the University Council), which is chaired by the Vice-Chancellor.

The Board includes three members external to the University, the Pro-Vice-Chancellor for Research and two other members internal to the University, and one or more members of Cambridge Enterprise Ltd (including the Chief Executive).

The Director of Finance for the University is the shareholder's representative and observer to the Board. The University Registry is the Company Secretary. The Chief Executive of Cambridge Enterprise also reports into the Research Policy Committee (a committee of the University General Board chaired by the Pro-Vice-Chancellor for Research).

Cambridge Enterprise makes decisions in investing its seed funds and managing its equity portfolio through an Investment Committee appointed by the Cambridge Enterprise Board. The Investment Committee is comprised of two members of the Cambridge Enterprise Board, two University academic entrepreneurs and external members with a proven track record for early stage technology assessment and investing.

## Summarised organisation chart

**Interactions with the University**

In addition to its reporting obligations to the University, Cambridge Enterprise also has frequent contact with individuals and departments from across Collegiate Cambridge.

Enterprise Champions, individuals appointed by their Head of Department to act as liaison between the department and Cambridge Enterprise, are a resource both for academics wanting informal advice on commercialisation, and for Cambridge Enterprise staff.

In anticipation of the upcoming Research Excellence Framework (REF), Cambridge Enterprise will be an important source of case study material in support of the impact agenda. Cambridge Enterprise also has regular contact with University departments where there are overlapping interests (Development Office, External Affairs, International Office, etc).

## Role description

Reporting to the Board of Directors of Cambridge Enterprise, the Chief Executive will be tasked with leading and managing the organisation against agreed targets, and maximising its positive impact on society, the economy, the University, and its inventors.

Specific accountabilities will include:

- directing, supporting and encouraging the development and delivery of the services Cambridge Enterprise provides to the University and its stakeholders;
  - ensuring that Cambridge Enterprise effectively supports the values of the University via delivering the results of research and scholarly activities through commercial channels;
  - working collaboratively as a close associate of the University's senior administration;
  - engaging effectively with the University as the sole shareholder, and understanding its various committees, decision paths and customs;
  - acting as a Director of Cambridge Enterprise and other affiliate companies as needed, with due regard to all the duties and obligations of a company director;
  - ensuring that Cambridge Enterprise also acts in accordance with the needs and responsibilities of its sole owner, a charity and educational institution;
- setting and implementing the business and financial strategies of the organisation, in conjunction with the Board of Directors, and consistent with the policies, regulations and contractual obligations of the University and other parties;
  - ensuring the sound financial and operational management of Cambridge Enterprise;
  - securing the necessary funding, through various means, to carry out the work of the company;
  - leading a high performing team of respected professionals with a significant degree of autonomy.







## Person specification

The successful candidate will be expected to demonstrate evidence of the following skills, capabilities, attributes and experience:

- a track record of effective leadership and management of highly competent and self-motivated teams;
- significant commercial acumen and strategic vision, as proven by successfully leading initiatives or developing compelling business propositions;
- experience in a relevant environment, ideally with a strong understanding of IP protection, licensing, and commercialisation issues;
- a thoroughly international outlook;
- experience of working closely and collaboratively with a Board of Directors;
- experience of managing multiple dotted line relationships, building strong networks of influence, and navigating complex stakeholder dynamics;
- strong negotiation skills;
- drive, robustness, pragmatism and diplomacy;
- extremely strong interpersonal and communication skills underpinned by empathy;
- a genuine customer service orientation.

## Company Competencies

The current competencies required of all Cambridge Enterprise employees are as follows:

### *Achievement Focus*

A drive to succeed and surpass standards of excellence, with tenacity and stamina. Commits significant personal resources and time, in the face of uncertainty, to achieve a stated objective. Demonstrates high levels of persistence and resilience, when faced with organisational resistance to new ideas or approaches. Demonstrates high levels of self-confidence, in seizing challenging situations and defending a point of view to a variety of audiences.

The ability to persuade, convince and impress others. Knows that they have to approach different people in different ways. Understands how to build chains of influence. A deliberate and thoughtful approach to building a wide network of organisational relationships.

The ability and inclination to have the long term goals and strategy of the University constantly front of mind by, for example, proactively setting immediate priorities and plans firmly within this context. Creating a long term vision and strategy to support the overall long term goals and strategy of the University.

### *Customer Focus*

The commitment to put customers and customer service at the heart of one's thinking and plans, whilst also building and reinforcing an exemplary service brand.

Can evidence continuous improvement approach to customer care and is a positive role model for others in this area.

Sensitive handling and resolution of issues and problems to the customer's satisfaction. Identifying potential customers and stakeholders, and building relationships with them.

### *Team Working/Flexibility*

The desire to lead others, develop and empower them. Ability to create clarity of objectives and excitement around the team purpose, so that each person knows what they have to do and why. Knows how to exploit the individual and collective strengths of a team. Role models the values and approaches that the team needs for success. Holds people to account and is prepared to confront poor performance. "Clears the path" for the team, so that they can get on with delivering. Develops the capability of the team and individuals, to enhance the value they add.

The ability to energise and enable groups and individuals to make significant organisational and behavioural changes in the way things are done. Ability to articulate a clear and compelling vision and rationale for change. Understands the personal and collective barriers to change, and how to challenge the status quo effectively, so that these barriers are removed or overcome. Ability to develop and build commitment to a set of practical steps for achieving change.

The ability to understand and learn the power relationships in organisations, who the real decision makers are, the individuals who influence them, and to predict how new events or situations will affect individuals and groups. Recognises and addresses the underlying problems, opportunities and external political forces affecting the organisations. Can see what gets in the way of making things happen and knows what to do about it. Sensitive to cultural differences and understands these beyond stereotypes.

# Appointment process and how to apply

The appointment of the new Chief Executive will be made by a Selection Committee consisting of members of the Board of Directors of Cambridge Enterprise and is subject to the approval of the University. The Selection Committee will be assisted by the executive search firm Perrett Laver.

Applications by candidates should consist of a CV accompanied by a brief covering letter addressing the criteria in the person specification. These can be uploaded at:

[www.perrettlaver.com/candidates](http://www.perrettlaver.com/candidates) quoting reference code 0909. The deadline for applications is midday on Tuesday 30th August.

Longlisted candidates will be invited to speak with Perrett Laver either face-to-face or via video conference in the weeks commencing 12th and 19th September. The Selection Committee will then meet to agree upon a final shortlist.

Shortlisted candidates will be given the opportunity to visit Cambridge in the week commencing 3rd October for informal conversations with key stakeholders.

Formal interviews will take place in Cambridge in the week commencing 10th October. Candidates are requested to keep this time clear.

## Terms and Conditions of Appointment

The appointment will be made subject to the receipt of satisfactory references.

Cambridge Enterprise will offer a salary that is commensurate with the seniority of the role and the calibre of the appointed individual. All staff at Cambridge Enterprise are entitled to the majority of benefits as staff of the University of Cambridge. These include, but are not limited to, membership of the Universities Superannuation Scheme and assistance with relocation expenses.

