



MONASH
University

Senior Director,
Commercialisation
Monash University

www.society-search.com

Candidate Pack

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01. Executive Summary

Monash is a modern, global, research-intensive university, delivering education and research excellence in Australia and across the Indo-Pacific.

Monash University invites applications for the role of **Senior Director, Commercialisation** within the office of the Chief Commercialisation Officer (Office of the CCO). The office of the CCO is part of the Portfolio of the Deputy Vice-Chancellor (Research and Enterprise) and Senior Vice-President (DVCRE).

The Office of the Chief Commercialisation Officer (CCO) is responsible for developing and executing commercialisation strategies across the University (including Monash Innovation). Its mission is to position Monash as a global leader in commercialisation and entrepreneurship while delivering social and economic benefits to the University and society at large.

Monash Innovation plays a critical role in turning bold ideas into reality and contributing significant outcomes towards the University's [Impact 2030](#) strategy to address global challenges. Commercialisation outcomes are a key objective within the University's 2030 strategy, putting the Office of the CCO at the heart of the next stage of commercialisation transformation at Monash.

The incoming Senior Director, Commercialisation will lead all aspects of the commercialisation process for Monash University's research discoveries (intellectual property). They will provide

strategic vision and leadership to maximise impact from innovation and capitalise on technology transfer opportunities. The role will provide leadership in engaging with industry and government organisations to identify and secure commercial opportunities. The Senior Director, Commercialisation will also represent Monash University at both national and international levels in commercialisation activities.

We are keen to hear from leaders who have proven experience in developing successful relationships with government, industry and investors and managing complex contractual negotiations and arrangements, including commercial, legal and intellectual property risks.

Diversity is one of the greatest strengths of Monash. We encourage applications from Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people, people with disabilities, neurodivergent people, and people of all genders, sexualities, and age groups.

Monash University is being assisted in this appointment process by the executive search firm Society. To book a confidential conversation, contact Salma Malik at salma.malik@society-search.com. To apply online please upload your CV via Society's website [here](#).

The deadline for receipt of applications is **midday on 4 April 2025 AEST**.



02. About Monash University

Monash University's research and education is focused on addressing the challenges of the age for the betterment of communities, both locally and globally.

Named after engineer, military leader and public administrator Sir John Monash, Monash University was established by an Act of Parliament in 1958. Monash's vibrant and diverse community consists of 86,000 students, 17,000 staff, and more than 490,000 alumni.

From a single campus at Clayton with fewer than 400 students, Monash has grown into a network of campuses, education centres and partnerships spanning the globe. The University has more than 150 active fields of research, 10 faculties, and over 4700 Higher Degree by Research students.

Monash University is focused on building a culture of research innovation by making meaningful connections with industry collaborators and forging enduring partnerships that will benefit the wider community. Working with industry partners across more than eight industry sectors, Monash is tackling pressing social, health and wellbeing problems.

Monash Innovation works with inventors, researchers and creators from every faculty, at any stage of their research career, to assess the commercial opportunities for their research. During an assessment Monash Innovation considers many variables to determine if the research is suitable for commercialisation. Monash University's research and education is focused on addressing the challenges of the age for the betterment of our communities, both locally and globally. Monash's strategic plan, Impact 2030, charts the path for how the University will actively contribute to addressing these challenges through its research and education, and in collaboration with government, industry, alumni, donors, and community.

Monash University is committed to building and maintaining a sound ethical culture, one which demonstrates integrity and respect. The University fosters an environment of honesty, fairness, and mutual respect. Monash University values and protects freedom of speech and academic freedom. Monash holds these freedoms as fundamental to the nature of a university, and at Monash they are defining values.

Monash University's research and engagement shapes global dialogues. Monash's students aspire to change the world and Monash graduates contribute to the communities to which they belong. With a presence on three continents, international partnerships, and study abroad programs around the globe, Monash is Australia's largest university.

Monash Innovation Leadership Team



Dr Alastair Hick
Chief Commercialisation Officer



Maria Harrison-Smith
Head of Intellectual Property



Dr Ingmar Wahlqvist
Senior Director New Ventures
and Investment



Aoife Cullen
Head of Commercialisation
Life Sciences



Michael Angliss
Head of Commercialisation
Physical Sciences

For more information about the Monash Innovation leadership team, please click [here](#).

02. About Monash University Continued

Monash University is making a positive impact on today's global challenges – whether that is by mitigating climate change, easing geopolitical insecurity, or fostering healthy communities.

At Monash, work feels different. There is a sense of belonging, from contributing to something ground-breaking – a place where great things happen. You know you are part of something special and purposeful because, like Monash, your ambitions drive you to make change.

The University has a clear purpose to deliver ground-breaking intensive research; world-class education; a global ecosystem of enterprise – and they activate these to address some of the challenges of the age, Climate Change, Thriving Communities and Geopolitical Security.

Monash researchers deliver meaningful solutions to global problems. The University share these capabilities with their partners to maximise their impact and create a better world. Given that the University conducts research over more than 150 fields, you can find Monash researchers operating in almost all industries.

The University champions an inclusive workplace culture for their staff, regardless of ethnicity or cultural background. Monash has also worked to improve gender equality for more than 30 years. Join the pursuit of our purpose to build a better future for ourselves and our communities – #Changelt with us.

Research and Enterprise

The Deputy Vice-Chancellor (Research and Enterprise) and Senior Vice-President (DVC Research and Enterprise) is responsible for the development, implementation and continuous improvement of the University's research and enterprise vision within the changing landscape of higher education, ensuring delivery of accountabilities within the context of the University's strategic plan.

Reporting to the President and Vice-Chancellor and as an integral member of the University's executive team, the DVC Research and Enterprise

further advances the University's research performance, diversifies research funding, drives enterprise innovation and commercialisation, oversees research infrastructure strategy, and fosters interdisciplinary and transdisciplinary areas of excellence, collaboration and innovation within Monash and with global research and industry partners.

Monash University's Strategic Plan has a vision to expand the number and scope of major, challenge-driven and impact-focused research programs and industry partnerships that address the challenges of the age, such as climate change, geopolitical insecurity and fostering thriving communities. Achieving impact on these challenges requires research programs underpinned by a transdisciplinary approach, large multi-disciplinary teams, and alliances with partners across multiple sectors.

The challenges of our age are not limited to Australia and Monash seeks to further internationalise and support and enable the translation of research and talent to address major challenges and have impact across populations and regions.

To this end, Monash is investing in building internal research capability, coordination, and strengthening local and international partnerships to deliver on this goal. Monash will pioneer mission-led research programs within and across our research faculties and institutes with the support of our research platforms and industry, government or community partners. DVC Research & Enterprise also ensures that Monash is an active part of a vibrant entrepreneurial ecosystem in Victoria, across Australia and internationally and ensuring that Monash is a truly enterprising University, both in what it does and how it does it.

Further information about the University's organisational governance and structure is available at <https://www.monash.edu/about/structure>.





Monash Innovation

Monash Innovation is dedicated to creating pathways for university research and talent to make a meaningful impact on our global society.

Monash Innovation is the University's technology transfer arm with the mission of translating inventions that emerge from research into the real world – whether that's in partnership with industry or through the creation of new ventures. Monash Innovation aims to build on the commercialisation successes of the University and to help deliver greater impact from the high-quality research carried out across the University.

Monash Innovation also plays a key role in driving a culture of innovation and entrepreneurship across the University, working with portfolios, faculties, staff, researchers and multiple external stakeholders to foster and grow world-class innovations and spinouts through commercial deals and investments. These are key objectives of the University's strategy: Impact 2030.

Monash Innovation collaborates across Commercialisation, New Ventures, and works closely with the entrepreneurship team in the Monash Generator, fostering a thriving ecosystem that guides the innovation journey of researchers, staff, students, and alumni towards impactful solutions.

Monash University and its industry partners have a successful history of building new products and services. They have a flexible approach to Monash's technology licensing model across Life Sciences, Physical Sciences, and more recently Humanities, Arts, and Social Sciences (HASS).

Through Monash Innovation, the University fosters a thriving ecosystem guiding researchers in their innovation journeys to translate research into real-world applications through commercial avenues to for-profit and for-purpose pathways.

Social Impact Technologies seek positive societal, environmental, or cultural change across the technology spectrum, including MedTech, climate tech, AI, diagnostics, educational tools, software data and apps, drug delivery, materials and composition and digital health.

The Office of the Chief Commercialisation Officer (Office of the CCO) within the Portfolio of the Deputy Vice-Chancellor (Research and Enterprise) and Senior Vice-President oversees the commercialisation and entrepreneurship ecosystem at Monash University. The mission of the Office of the

CCO is to drive commercialisation strategies and implementation across the University, ensuring Monash is recognised as a global leader in commercialisation and entrepreneurship and delivers a return to Monash through social and economic impact.

The Office of the CCO will oversee commercialisation, startup and entrepreneurship activity at Monash University (including Monash Innovation), ensuring alignment between Monash University and the activities within Monash Investment Holdings (MIH).

Monash Spinouts

Monash Innovation supports the translation of University research through the creation of spinout companies turning bold ideas into reality for global economic and social impact. To learn more about the technology pipelines visit [**Commercial Opportunities**](#).

Generator Founders

The Generator is the entrepreneurial hub at Monash University and works closely with the team at Monash Innovation. They are driven by a purpose to identify and nurture entrepreneurial ambition and talent in our community, and offers [**skills development, training and mentoring that**](#) takes entrepreneurially-minded students, staff, researchers and alumni from lightbulb moment to startup success.

[**The Accelerator**](#) is The Generator's latest stage program designed to challenge exceptional founders with early-stage startup and traction to achieve significant and sustainable growth for their business.

Since 2016, the Generator has supported over 1200 founders to turn new ideas and novel innovations into reality through new businesses, across a diversity of sectors including MedTech, deep tech, education, food and beverage, HRTech, advanced manufacturing, SaaS, Healthtech and digital therapeutics, sustainability, FMCG and more.







03. Role Description

This role will provide vision and leadership and will be responsible for all aspects of the commercialisation process applied to Monash University research discoveries.

Reporting Line: The position reports to the Chief Commercialisation Officer.

Supervisory Responsibilities: This position provides direct supervision to four staff and oversees a team of approximately 17 staff.

Financial Delegation: Yes, in accordance with the University delegations schedule.

Budgetary Responsibilities: The position manages a budget of up to \$4.4 million. This position manages the University-wide patent budget and a rapidly increasing portfolio of assets, including all Monash University patents and intellectual property, about 100 active licence agreements.

Strategic Leadership

- Lead and further develop a world-class commercialisation team including refining and delivering a strong commercialisation strategy at scale. Manage operations in relation to protection and management of Monash IP, leading to licence deals and forming spinouts. Act as the University designate to receive notifications about the creation of intellectual property that has the potential to be commercialised and the designate for IP dispute resolution.
- Provide expert leadership, strategic advice and expertise in commercialisation best practices to build global best practices in the commercialisation of research at Monash.
- Establish and manage diverse funding sources that cover all stages of the commercialisation process, including managing the Monash Research Impact Fund (MRIF) to provide early-stage support for inventions and new concepts and ensure the availability of options for pre-seed and seed investment funding.
- Work collaboratively across the CCO function and wider Monash Investment Holdings group to provide advice and recommendations across the

commercialisation pathway from idea through to spinout and how the University manages its interests in companies.

- Provide leadership, advice and support across all faculties in all aspects of commercialisation, including complex, high-value deal negotiation to drive research translation across the University through commercialisation activities.
- Assume responsibility for the protection of University interests by undertaking the role of nominee Director on selected Monash spin out companies.

Innovation Promotion

- Foster a culture of entrepreneurship and innovation at Monash to drive commercial opportunities in research translation and startup activity.
- Establish programs and resources in collaboration with others across Monash to develop and deliver educational programs and resources to enhance the commercialisation skills of researchers across the University.

Relationship Management and Partnership Development

- Build and manage key relationships across the commercialisation ecosystem, including companies, Universities, PFROs, investors, government, and its agencies, in particular where it relates to driving commercialisation outcomes for the University.
- Foster international partnerships and collaborations to expand the global reach and impact of the University's commercialisation efforts.
- Provide senior leadership in the DVC (Research and Enterprise) portfolio, encouraging collaboration across the portfolio and the

University, instilling a service ethos, and striving to deliver Monash's strategic objectives.

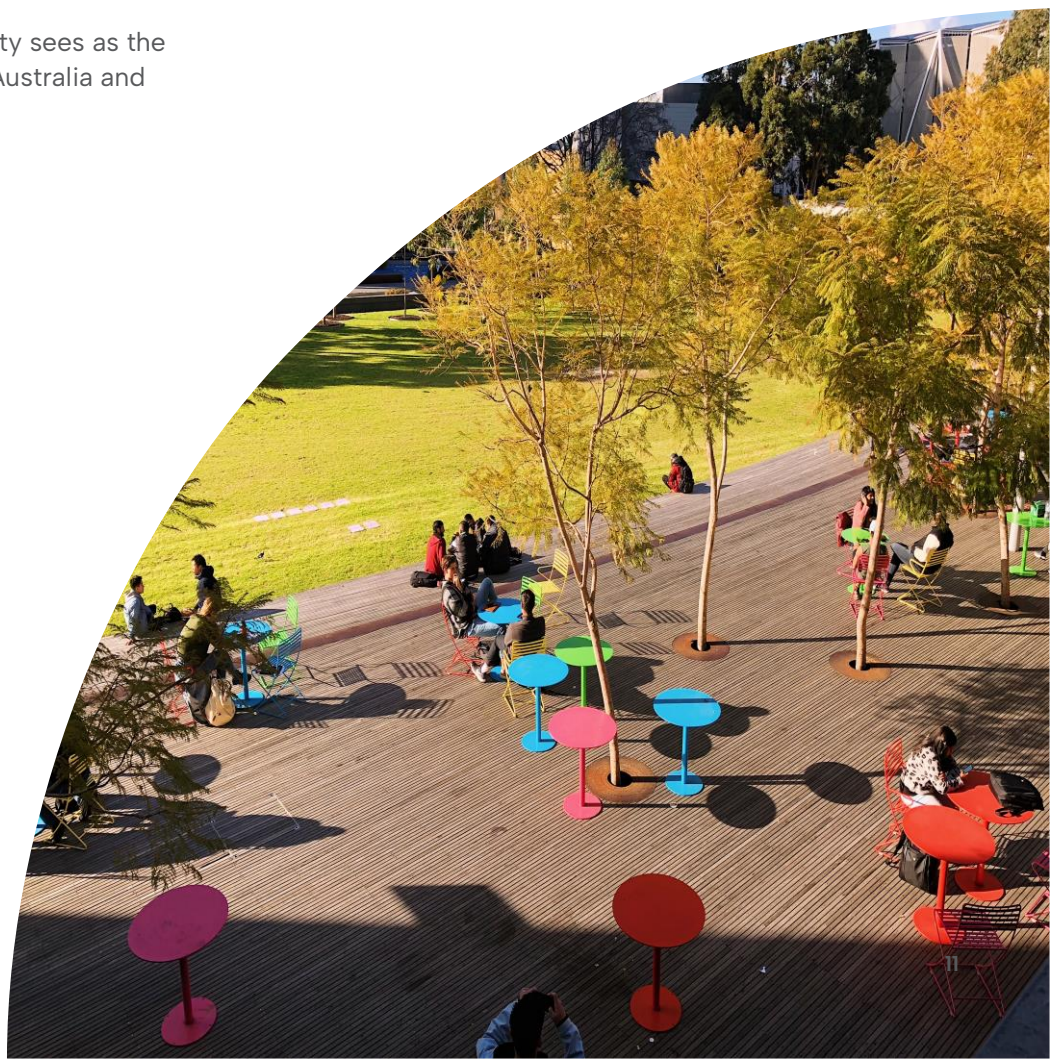
Performance Development

- Provide guidance, performance management and mentoring of staff members, identifying capability-building opportunities for staff to enhance individual and team performance.
- Undertake performance planning and feedback processes and encourage staff in leadership roles to engage in best-practice performance management activities similarly.
- Other duties as directed from time to time.

Governance

Monash University expects staff to appropriately balance risk and reward in a manner that is sustainable to its long-term future, contribute to a culture of honesty and integrity, and provide an environment that is safe, secure and inclusive. Ensure you are aware of and adhere to University policies relevant to the duties undertaken and the values of the University.

This is a standard which the University sees as the benchmark for all of its activities in Australia and internationally.



04. Person Specification

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

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

Education/Qualifications

The appointee will have:

- A relevant postgraduate qualification in a relevant discipline and extensive experience at senior management level within a complex management environment; or
- An equivalent combination of relevant experience and education/training.

Knowledge and Skills

- Significant experience of successful technology transfer from an academic environment and the protection and commercialisation of early-stage intellectual property.
- Exceptional management and leadership skills with proven ability to strategically manage and provide authoritative technical and policy advice at the highest levels.
- Demonstrated understanding of and empathy with higher education, public sector research and technology transfer.
- Exceptional analytical and conceptual skills including demonstrated ability to quickly assimilate new concepts and information and deliver positive, innovative solutions.
- A proven record of developing both strategic and operational plans and delivering against agreed milestones.
- Outstanding planning and organisational skills, with experience in establishing priorities, allocating resources and meeting deadlines

while working under pressure in a large, complex organisation.

- Excellent communication, negotiation and persuasion skills, with an ability to build key internal and external relationships with stakeholders (including government, industry and relevant professions).
- Strong network and links with industry, research bodies, relevant government authorities, investment community, and other bodies relevant to the commercialisation of intellectual property.
- High level of interpersonal skills in building and managing collaborative relationships and networks both internally and externally, and in a commercial context within a large organisation.
- Demonstrated extensive and broad experience in leading, motivating and developing a team to deliver high quality output, deliver service excellence and continuous improvements.
- Alignment with the University's values and guiding principles, as well as a high level of emotional intelligence and resilience.

Other Job-related information

- Travel to other campuses of the University may be required.
- There may be a requirement to work additional hours from time to time.
- There may be peak periods of work during which taking of leave may be restricted.
- This position will require a successful National Police Record check.
- This position will require a successful Finance Check.

05. Appointment Details and How to Apply

Monash University is being assisted in this appointment process by the executive search firm Society (www.society-search.com).

Applications should consist of:

1. a concise covering letter (ideally no longer than two pages), addressing the criteria in the Person Specification;
2. an up-to-date curriculum vitae;
3. names and contact details of three referees (although referees will only be approached at the final stage of the process, and only with your express permission).

General advice on how to write a [strong CV](#) and [strong covering letter](#) can be found on our website.

To upload your documents via Society's website, click [here](#).

The deadline for receipt of applications is midday on **4 April 2025 AEST**.

An appointment will be made subject to receipt of satisfactory references. The appointed candidate will be offered a salary that is commensurate with their experience and the seniority of their new role.

We are committed to ensuring that anyone can access our application processes. This includes people with hearing, sight, mobility, and cognitive impairments. Should you require access to this document in an alternative format, wish to apply in a different format, or need any other reasonable adjustments made for you (including at interview), please contact us at inclusion@society-search.com. We also welcome suggestions or comments about any more general access improvements we should consider.

Society acknowledges the rights, mana and contribution of all peoples. This is enshrined in our core values of partnership and authenticity. As we have the privilege of working across both Australia and Aotearoa / New Zealand, we offer the specific acknowledgements below: Society acknowledges ngā iwi ō Māori as the tangata whenua of Aotearoa / New Zealand, and their rich contribution to society.

In the spirit of reconciliation, Society acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.





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Society is a global executive search firm and a certified B Corporation. 10% of our profits go to charitable causes through The Society Foundation. With colleagues in the United Kingdom, the United States, and New Zealand, we solve senior hiring challenges for responsible businesses and purpose-driven organisations around the world.

We believe that the right candidate, placed in the right organisation at the right time, can initiate a chain reaction of transformative change that will help to deliver a more inclusive and sustainable future.

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