

**Senior Executive Innovation Counsel**

Committed to advancing business value of life science innovations

Proven leader of innovation based legal functions, including business development (BD) and intellectual property (IP) in global biopharmaceutical businesses. Will drive superior business results through negotiation and alliance management of R&D collaborations, technology platform agreements, IP and Data licensing, joint ventures, M&A, other business transactions involving IP rights. Experienced in U.S. Government contracting and agreements subject to the Bayh-Dole Act. Effective communicator across executive functions, including legal, finance, BD, and R&D. Solid track record of enhancing business value through strategic transactions utilizing IP assets to advance business goals.

**Representative Technologies:**

Vaccines • Adjuvants • Infectious Diseases • Inflammation • Autoimmunity • Oncology • Wound healing • Regenerative medicine • Antibody therapeutics • Bispecifics • Recombinant biologics • Molecular Biology

**Professional Certifications:**

Registered U.S. Patent Attorney since April 1993

Certified Licensing Professional ([CLP](#)) since May 2015

Admitted to practice law in Massachusetts (1992), Maryland (2004) and the District of Columbia (2003)

**Law Practice Experience**

**LST STRATEGIES LLC** (<https://lifesciencetransactions.com/>)

**June 2024 – present**

Founded legal consulting firm dedicated to life science transactions, including business development deals and U.S. government contracting. Support development activities of a not-for-profit R&D institute in global health.

**GSK VACCINES (NYSE: GSK)**

**April 2016 – June 2024**

GSK is a global multinational pharmaceuticals and vaccines company whose flagship vaccines include Arexvy (Respiratory Syncytial Vaccine, adjuvanted) and Shingrix (Zoster vaccine, recombinant; adjuvanted). GSK is the largest provider of vaccines for the developing world, and as of 2023, had ranked first in the [Access to Medicines Index](#) for nine consecutive years.

**Special Counsel, Vaccines Legal Operations,  
Innovation and Government Collaborations**

**January 2021 – June 2024**

I served Vaccines R&D and Global Health in a variety of BD transactions, including asset integration (Affinivax, Inc.) and licenses and collaborations with U.S. Government entities (NIH/NIAID; CARB-X; BARDA; NIIMBL). Lead counsel for Bayh-Dole Act activities and compliance across GSK. My signature accomplishment was to secure a waiver of the Bayh-Dole Act requirement to manufacture products on U.S. soil for GSK's Arexvy RSV vaccine, allowing GSK to utilize its global manufacturing capabilities.

**Senior Counsel, Vaccines Legal Operations,  
Innovation, Business Development & Strategic Alliances**

**April 2016 – December 2020**

Business Transactions Practice: Sole North American attorney for significant (over \$1M) IP-driven business transactions to align GSK's vaccines pipeline with its business strategy. Complex asset acquisitions, in-licenses, and collaboration agreements. Asset divestments (including site divestment) and termination/settlement agreements. Multi-party collaborative clinical trial agreements and CRADAs. Provide U.S. risk mitigation advice on royalty obligations and strategic alliances.

External Funding Practice: Sole North American attorney for vaccines portfolio of R&D contracts with U.S. government entities including NIH/NIAID, BARDA and DARPA. Lead counsel for nondilutive NGO funding proposals for U.S. vaccine candidates and platform technologies.

**FENTON IP SOLUTIONS LLC**

**September 2015 – March 2016**

Founded legal consulting firm to assist life science clients with business-centric solutions to complex IP, BD and funding challenges and opportunities. Achieved break-even status within six months.

**EMERGENT BIOSOLUTIONS INC. (NYSE: EBS)**

**January 2006 – September 2015**

EBS is a global specialty biopharmaceutical firm and leading biodefense contractor.

**Vice President, Legal Affairs – Chief IP Counsel**

**April 2009 – September 2015**

**Associate General Counsel – Chief IP Counsel**

**January 2006 – April 2009**

Member of Legal Affairs leadership team. Founded, structured and developed the IP department at EBS, with responsibilities for asset creation and management, FTO, risk mitigation, due diligence and transactional leadership. Developed and implemented corporate IP strategy, governance and compliance processes.

Relevant practice areas and accomplishments:

Legal Operations: Managed IP department of 8 patent professionals at 4 corporate sites across 8 time zones in U.S. and Europe; responsible for \$5.2M annual IP budget. Chair of cross-functional IP Steering Committee. Delivered practical, actionable IP advice to General Counsel and functional leaders at C-suite and VP levels.

Business Transactions Practice: Core team member in all of EBS's in-bound M&A activities. Developed framework for cost-effective IP due diligence investigations; responsible for IP due diligence and negotiation of IP-relevant terms in acquisition agreements (asset and corporate). Led all IP aspects of formation and management of two joint venture entities, both public-private partnerships in global health. Lead counsel for out-bound licenses, collaborations, and co-development agreements to extract value aggregating over \$259M from partnering of EBS's pipeline candidates. Prepared and participated in Board presentations of opportunity and risk assessments.

Intellectual Property Practice: Developed, secured C-suite approval for, and implemented a framework for business-centric IP strategy, including governance guidelines for asset harvesting, maintenance, and portfolio management; FTO risk mitigation tuned to pipeline status and market potential, and value extraction through partnering. Framework also included 5-year IP Master Operational Plan aligned to corporate budget. Led portfolio integration of acquired IP assets aggregating over \$391M. Developed suite of global IP policies and procedures; responsible for employee training and compliance at all company facilities. Coordinated multi-party European Patent Oppositions.

Securities and Debt Financing Practice: Led all IP diligence activities in support of EBS's 2006 IPO, which raised \$52.5M. Drafted descriptions of IP portfolios and IP risk factors in S-1 Registration Statement. Led all IP diligence activities in support of EBS's 2013 offering of \$250M in Convertible Senior Notes. Responsible for updates to IP relevant sections of 10-K and 10-Q filings. Reviewed press releases and 8-K filings for IP and transactional matters.

Sarbanes-Oxley Compliance and Corporate Governance Practice: Focus team member in companywide Enterprise Risk Management (ERM) and Risk Tolerance Framework initiatives; designated risk owner of all identified IP risks. Developed and reported to Board on risk mitigation strategies. Worked with Internal Audit to define 302/906 certifications process for all IP matters.

Nondilutive and U.S. Government Funding Practice: Provided IP and FTO negotiation support for significant R&D funding from government agencies (DoD, DHHS, DHS, NIH) and NGOs (The Wellcome Trust, the AERAS Global TB Initiative).

Regulatory Practice: Developed, implemented, and acted as ombudsman for corporate policy and workflow processes for pre-publication reviews of scientific disclosures.

Employment Practice: Advised Human Resources on IP matters relevant to hiring and separation of scientific staff, including risk of misappropriated trade secrets.

**Pro Bono and Community Involvement**

**CENTER FOR INTELLECTUAL PROPERTY AND INNOVATION POLICY (C-IP<sup>2</sup>)**

**JULY 2024-PRESENT**

**[PRACTITIONER IN RESIDENCE](#)**

C-IP<sup>2</sup> is a not-for-profit center hosted by George Mason University that supports scholarly work on research and education, at the intersection of IP and innovation policy to better understand and shape innovation as a positive force for good. The Center supports my research and writing on selected topics of interest to the licensing and dealmaking community of professionals.

**BAYH-DOLE COALITION, INDIVIDUAL MEMBER.**

**APRIL 2024-PRESENT**

The Bayh-Dole Coalition is a diverse group of innovation-oriented organizations and individuals committed to celebrating and protecting the Bayh-Dole Act, as well as informing policymakers and the public of its many benefits.

**LICENSING EXECUTIVES SOCIETY INTERNATIONAL (LES), COUNSEL.**

**APRIL 2024-PRESENT**

LES is the international umbrella society coordinating 32 national and regional Licensing Executives Societies globally. Invited by the 2024-2025 LESI President to serve as U.S. counsel to the Board of Directors.

**LICENSING EXECUTIVES SOCIETY USA AND CANADA (LES), MEMBER.**

**1992-PRESENT**

LES is the leading multidisciplinary professional education society for the business applications of IP rights and their management; since 1965, LES has promoted best practices in IP transactions, IP protection, and IP strategy.

**Current committee activities:**

**Course Chair, LES IP Licensing Basics**

**March 2024-present**

**Instructor, LES Education (Selected Courses)**

**February 2022-present**

**Member, DC Chapter Advisory Council**

**October 2021-present**

**Member, Public Policy Committee**

**October 2019-present**

**Immediate Past President and Chair**

**September 2021-October 2022**

Chaired the Nominating & Leadership Development Committee, continued as a member of the Executive Committee, and advised/mentored the President and Chair

**President and Chair**

**October 2020-September 2021**

Re-organized Board Committee structure to align around new principles of content themes and virtual communities, due to the COVID-19 pandemic, which precluded in-person events. Rolled out new strategic framework emphasizing ROI and fiscal prudence. Debuted new program of corporate membership, for which the USA & CA society was recognized by LES International in 2022 as “Most Progressive Society of the Year.” Organized and produced a profitable annual meeting despite the pandemic, utilizing a multichannel virtual meetings platform.

**President-Elect and Chair Elect**

**October 2019-October 2020**

As President-Elect, developed and rolled out program of virtual events for LES members experiencing career transitions due to the COVID-19 pandemic. Member of task force convened to address pandemic fiscal challenges and pivot from in-person events to a digital online ecosystem.

**Director – Chair of Ethics Committee**

**October 2019-October 2020**

Investigated and resolved whistleblower complaint, which led to modernization of Society’s ethics framework.

**Director – Chair of Communications Committee**

**October 2017-October 2020**

Modernized Society’s website, mission statement, value proposition, key branding elements, and publications.

**Director for Communications and Publications**

**October 2016-October 2017**

**Chair, Editorial Board, *LES Insights*, a weekly electronic newsletter**

**April 2016-October 2018**

**Volunteer Mentor, LES Foundation International Business Plan Competition**

**January 2016-May 2016**

**Member, Editorial Board, LES Insights**

**September 2014-April 2016**

**Early Career Experience**

The early phase of my career was spent in metro Boston, MA. After briefly serving as a laboratory technician in the Neurobiology Department of Harvard Medical School (June 1984-March 1985), I joined The Genetics Institute as a research associate in the process development and immunology laboratories (March 1985-September 1990). While attending law school in the night program at Suffolk University, I made the transition from laboratory scientist into legal practice. I learned patent preparation and prosecution at Hamilton, Brook, Smith & Reynolds, P.C. (September 1990-July 1993), then transitioned to Testa, Hurwitz & Thibault, LLP (August 1993-March 1998) for the opportunity to learn IP due diligence and opinions practice. My interest in the business uses of IP, including transactions, led to my first in-house counsel position, with Biogen, Inc. (March 1998-January 2003). While at Biogen, I led all IP aspects of the launch of AMEVIVE® (alefacept) in the United States and Europe, including multinational FTO clearance and litigation planning. I moved to the metro D.C. area at the end of 2002, where I served as counsel at the law firm of Foley Hoag LLP (February 2003-January 2006).

### Education

<a href="#">Technical Data and Intellectual Property</a> , Federal Publications Seminars (FPS)	Certificate, February 2021
<a href="#">Essentials of Management</a> , The Wharton School of Business, Philadelphia, PA	Certificate, January 2002
Suffolk University Law School, Boston, MA	J.D. <i>cum laude</i> 1992
Trinity College, Hartford CT	B.Sc. Biochemistry 1984

## ***Appendix A: Awards and Recognition***

**IAM 300 – The World’s Leading IP Strategists:** Awarded 2023-2024 by Intellectual Asset Management (IAM), publisher of news, analysis and data on the management of intellectual property as a key business asset. The IAM 300 is an annual listing of individuals who are “leading the way on the development and implementation of strategies that maximize the value of IP portfolios.” See [Strategy 300 - IAM \(iam-media.com\)](http://iam-media.com).

**Instructor Award:** Awarded October 2024 by the Licensing Executives Society (USA & Canada), for contributions to LES educational courses, including the development of new courses and updating of existing courses for professional development in the dealmaking professions (IP Licensing Basics, IP Due Diligence, Negotiation Skills, preparation course for the Certified Licensing Professional examination, and custom designed courses for Life Sciences companies).

**Frank Barnes Award:** Awarded October 2022 by the Licensing Executives Society (USA & Canada). This is the highest award for individual lifetime achievement given annually by LES. Recognized by LES Membership for “bold leadership and generosity in sharing time, expertise, and friendship with fellow licensing professionals.” The [Frank Barnes Award](#) was established in 2000 by LES leadership to memorialize the lifetime contributions of Frank Barnes, Corporate VP for Abbott Laboratories, who was widely considered a ‘Dean of Pharma Licensing’, to the field of licensing through mentorship.

**Corporate IP Star:** Awarded 2015, 2017-2022 by *Managing IP Magazine* to recognize in-house counsel who have been exceptional in managing their company's IP assets and/or taking steps to improve the IP ecosystem in their respective jurisdictions; see <https://www.ipstars.com/general/corp>

**GSK Global Employee Recognition Award – Silver:** Awarded April 2024 for alliance management skills in supporting technology transfer of data packages for two clinical trials.

**GSK Global Employee Recognition Award – Gold:** Awarded January 2023 for relationship management skills in supporting amicable wind-up of a research collaboration involving the microbiome.

**GSK Global Employee Recognition Award – Bronze:** Awarded September 2022 for supporting a Global Health team in their first submission for NIH funding for an investigational vaccine for pediatric diarrheal disease.

**GSK Global Employee Recognition Award – Bronze:** Awarded August 2022 for teamwork in negotiating a platform technology access license for novel *in vivo* and *ex vivo* models of neuroinflammation relevant to several forms of dementia and other neurodegenerative diseases.

**GSK Global Employee Recognition Award – Silver:** Awarded August 2021 for perseverance and team leadership in negotiating a strategically significant collaboration involving application of artificial intelligence and machine learning to multiple sets of ‘omics data on the potential role of the human microbiome in cancer.

**GSK Global Employee Recognition Award – Silver:** Awarded June 2020 for outstanding teamwork in the expedited submission of a major funding proposal to the Biomedical Advanced Development and Manufacturing Authority (BARDA) for development of vaccine and therapeutic countermeasures for Coronavirus Disease 2019 (COVID-19).

**GSK Global Employee Recognition Award – Silver:** Awarded April 2020 for closing of an asset transfer and license transaction divesting GSK’s Ebola and Marburg virus vaccine candidates to The Sabin Vaccine Institute (SVI).

**GSK Global Employee Recognition Award – Silver:** Awarded September 2018 for leading negotiation of a multiparty clinical trial agreement for a systems biology assessment of novel filovirus vaccines, conducted by the NIAID/DMID managed Vaccines Testing and Evaluation Units (VTEU) Network.

**GSK Global Employee Recognition Award – Bronze:** Awarded November 2017 for contributions to template legal agreements for use by GSK’s Global Contracting Organization, a component of the in-house legal function.

GSK Global Employee Recognition Award – Silver: Awarded June 2017 for co-leading an in-house legal training program on IP in Business Transactions.

GSK Global Employee Recognition Award – Bronze: Awarded August 2016 for a Zika Virus Vaccine collaboration with NIAID. This collaboration was also cited by Fortune Magazine in ranking GSK #1 in its 2016 list of “Change the World” Companies that profit from doing good; see [http://fortune.com/2016/08/18/change-world-companies-profit/?iid=recirc\\_ctwlanding-zone2](http://fortune.com/2016/08/18/change-world-companies-profit/?iid=recirc_ctwlanding-zone2)

## ***Appendix B: Representative Transactions***

1. GSK Vaccines, [August 2021](#) (Collaboration and License Agreement with Viome Life Sciences, Inc. for human clinical trials to investigate potential connections between the human gut microbiome and chronic diseases such as cancer and autoimmunity)
2. GSK Vaccines, [August 2019](#) (Exclusive License Agreement and Asset Transfer to the Sabin Vaccine Institute of clinical-stage candidate vaccines for Ebola-Zaire, Ebola-Sudan, and Marburg virus diseases)
3. GSK Vaccines, [July 2019](#) (Extramural Clinical CRADA with NIAID/DMID for a clinical trial conducted through the Vaccines Testing and Evaluation Network (VTEU), of GSK's flagship product Bexsero (Meningococcal Group B Vaccine) for the new indication of gonorrhea)
4. GSK Vaccines, [Summer 2018](#) (Enabling collaboration agreements for BARDA-NIAID/DMID clinical trials, through the VTEU Network, of a GSK proprietary adjuvant in combination with third-party manufactured vaccines against influenza strains with pandemic potential (H7N9))
5. GSK Vaccines, [July 2016](#) (CRADA with NIAID/VRC for collaborative development of a novel nucleic acid based vaccine against Zika virus infection)
6. Emergent BioSolutions Inc., [August 2014](#) (\$183M joint development and commercialization agreement with MorphoSys AG for company's prostate cancer bispecific antibody)
7. Emergent BioSolutions Inc., [February 2014](#) (\$222M share acquisition of Cangene Corporation)
8. Emergent BioSolutions Inc., [August 2013](#) (\$26M asset acquisition of Healthcare Protective Products division of Bracco Diagnostics Inc., including personal decontamination product for the warfighter)
9. Emergent BioSolutions Inc., [December 2012](#) (exclusive in-license of pandemic influenza vaccine candidate from VaxInnate Inc.), which fulfilled a key requirement under EBS's CIADM contract (see next)
10. Emergent BioSolutions Inc., [June 2012](#) (\$220M contract with BARDA for establishment of one of three national Centers for Advanced Development and Manufacturing (CIADM) for CBRN countermeasures, including pandemic influenza surge manufacturing capacity)
11. Emergent BioSolutions Inc., [June 2011](#) (\$8M asset acquisition of Zanolimumab from TenX BioPharma Inc., in bankruptcy proceedings)
12. Emergent BioSolutions Inc., [October 2010](#) (\$135.5M share acquisition of Trubion Pharmaceuticals Inc.)
13. Emergent BioSolutions Inc., August 2010 (license agreement with Oxford BioMedica plc for heterologous prime-boost vaccine technologies)
14. Emergent BioSolutions Inc., [August 2010](#) (joint venture with Temasek Life Sciences Ventures for development of avian influenza vaccines and therapeutics)
15. Emergent BioSolutions Inc., [May 2009](#) (license agreement between Oxford-Emergent Tuberculosis Consortium and Vivalis S.A., for avian cell line manufacturing technologies)
16. Emergent BioSolutions Inc., [May 2009](#) (license agreement between Oxford-Emergent Tuberculosis Consortium and ProBioGen AG, for avian cell line manufacturing technologies)
17. Emergent BioSolutions Inc., [July 2008](#) (joint venture with University of Oxford for clinical development of MVA85A, a viral vectored tuberculosis vaccine)
18. Emergent BioSolutions Inc., [March 2008](#) (asset acquisition from Avanir, Inc. for a neutralizing, human monoclonal antibody against Anthrax protective antigen)
19. Emergent BioSolutions Inc., [March 2007](#) (license agreement with Coley Pharmaceuticals, Inc., for an oligonucleotide adjuvant)

20. Emergent BioSolutions Inc., February 2007 (exclusive license agreement with ProBioGen AG, for avian cell line manufacturing technology)
21. Emergent BioSolutions Inc., [August 2006](#) (share purchase of Vivacs GmbH)
22. Emergent BioSolutions Inc., July 2006 (in-bound exclusive license agreement with Dow Chemical Co.)
23. Emergent BioSolutions Inc., [May 2006](#) (exclusive license and collaboration agreement with Sanofi Pasteur S.A., for meningitis B vaccine antigens (€3M upfront))
24. Biogen Inc., April 2002 (in-bound license agreement with the Salk Institute for Biological Studies)
25. Biogen Inc., January 2002 (collaboration and license agreement with Genaissance Pharmaceuticals)
26. Biogen Inc., June 2000 (collaborative research and option agreement with NsGene A/S)
27. Biogen Inc., May 1999 (in-bound exclusive license and sponsored research agreement with University of Massachusetts)



## ***Appendix C: Public Presentations and Publications***

### **Public Presentations**

1. Panelist, *The CDMO Surge & Potential IP Landmines in Outsourcing*, workshop at IPWatchDog's 2024 Life Sciences Masters conference (Auburn, VA, October 28-30, 2024)
2. Panelist, *Problematic Provisions – Parts of IP Licenses that Nobody Likes to Deal With*, workshop at Licensing Executives Society (USA & Canada) 2024 Annual Meeting (New Orleans, LA, October 20-22, 2024).
3. Panelist, *The US Manufacturing Requirement of the Bayh-Dole Act – Analysis and Practical Tips*, workshop at Licensing Executives Society (USA & Canada) 2024 Annual Meeting (New Orleans, LA, October 20-22, 2024).
4. Presenter, *Navigating the US Manufacturing Requirement of the Bayh-Dole Act: Practice, Policy and Pitfalls*, in-person event hosted by the District of Columbia Chapter of LES (Rockville, MD, September 12, 2024).
5. Panelist, *Why IP is Beneficial to Innovators and Companies Alike*, workshop at Invention-Con, U.S. Patent and Trademark Office (Alexandria, VA, August 16, 2024).
6. Panelist, *Responsible Patent Pruning: Should it stay or should it go?*, workshop at IPWatchDog's 2024 Patent Portfolio Management Masters conference (Auburn, VA, June 24-26, 2024).
7. Interviewee, [Biotech Innovation and Bayh-Dole: A Fireside Chat with Gillian M. Fenton](#), moderated by Hon. Walter Copan, former Director, NIST. Broadcast by the Center for Strategic & International Studies' Renewing American Innovation Project (Washington, DC, June 24, 2024).
8. Panelist, *In and Out of this World: Partnering with Federal Labs*, workshop at the BIO International Convention (San Diego, CA, June 3-6, 2024).
9. Panelist, *Moving Your Discovery from Bench to Bedside: IP Considerations for Scientists*, workshop at the American Society for Pharmacology and Experimental Therapeutics (ASPET) Annual Meeting (Arlington, VA, May 19, 2024).
10. Moderator, *Thought Leadership Program, Track 2: Life Sciences & Artificial Intelligence*, plenary panel at the Licensing Executives Society International (LESI) 2024 Annual Conference (Madrid, Spain, April 28-30, 2024).
11. Panelist, *National Security: Innovation, Intellectual Property, and International Competitiveness*, at the LeadershipIP conference hosted by the Center for Strategic & International Studies (CSIS) (Washington, D.C., April 9, 2024).
12. Panelist, *Food, Drugs and Cosmetics: How Regulatory Landscape Impacts Deal Making*, workshop at Licensing Executives Society (USA & Canada) 2023 Annual Meeting (Chicago, IL, October 15-17, 2023)
13. Panelist, *Problematic Provisions: Three Parts of a License that Nobody Likes to Deal With*, workshop at Licensing Executives Society (USA & Canada) 2023 Annual Meeting (Chicago, IL, October 15-17, 2023)
14. Panelist, [Transforming Discoveries into Products: Maximizing NIH's Levers to catalyze Technology Transfer](#), livestreamed conference produced by the Office of Science Policy, National Institutes of Health, July 31, 2023
15. Panelist, *IP Risk Management: Risk Mitigation Strategies for IP Professionals*, webinar produced by Intellectual Asset Management (IAM), January 27, 2022
16. Speaker, *Principles of IP Strategy*; webinar sponsored by the DC Chapter of the Licensing Executives Society (USA & Canada), October 12, 2021
17. Co-host and Co-Moderator of a special half-day program on *COVID-19 Vaccine Development* (4 panels comprising 16 speakers, including representatives of Pfizer and BioNTech, the winners of the [President's Award](#) for a licensing and collaboration deal of international significance in addressing the ongoing pandemic), held during the Licensing Executives Society (USA & Canada) Annual Meeting, September 30, 2021

18. Speaker, *Industry Perspectives on Federal Tech Transfer Licensing*; Tuesdays Licensing Forum webinar series hosted by the Federal Laboratories Consortium, August 17, 2021
19. Speaker, *Developing Your Career as a Licensing Professional*; Tuesdays Licensing Forum webinar series hosted by the Federal Laboratories Consortium, July 13, 2021
20. Panelist, *Innovation, the Bayh-Dole Act, and March-In Rights*; webinar sponsored by the Renewing American Innovation Project of the Center for Strategic and International Studies (csis.org), June 8, 2021
21. Interviewer, Fireside Chat with Bryan Zielinski, Chief IP Counsel, Pfizer Inc.: *COVID Vaccines Development and Industry Impacts: the Pfizer-BioNTech Case Study*; Licensing Executives Society International Annual Meeting, May 27, 2021
22. Panelist, *World Intellectual Property Day Celebration*; webinar sponsored by the DC Chapter of the Licensing Executives Society (USA & Canada), April 26, 2021
23. Panelist, *March-In Rights for Federally Funded Inventions: A Primer*; webinar co-sponsored by the Bayh-Dole Coalition and the Information Technology and Innovation Foundation, March 25, 2021
24. Panelist, *Intellectual Capital: Unlock Your Company's Unexploited IC Assets*; webinar sponsored by the Silicon Valley Chapter of the Licensing Executives Society (USA & Canada), November 18, 2020
25. Moderator, *Promoting Innovation where Market Incentives Don't Work*; workshop at Licensing Executives Society 2020 Annual Meeting (Online, October 15, 2020)
26. Panelist, *COVID-19: Disruption, Acceleration, Innovation*; online webinar sponsored by Licensing Executives Society (USA & Canada), July 23, 2020
27. Moderator, *What Happens When Federal Government Interests Touch Intellectual Property*; workshop at American Intellectual Property Law Association 2018 Annual Meeting (Washington DC, October 25-27, 2018)
28. Moderator, *Accelerating Careers in the Dealmaking Professions*; workshop at Licensing Executives Society (USA & Canada) 2018 Annual Meeting (Boston MA, October 15-17, 2018)
29. Panelist, *Life Science Funding and Industry Research Partnerships: The GSK Vaccines Experience*, Licensing Executives Society (USA & Canada) 2017 Spring Meeting (Washington DC, May 10-11, 2017)
30. Panelist, *Women in Licensing: Negotiating Relationships, Domestic and Abroad*, Licensing Executives Society (USA & Canada) 2014 Annual Meeting (San Francisco, CA October 5-8, 2014)
31. Chair, *Conducting Effective & Strategic Due Diligence for Life Science Partnering and M&A* (post-conference half-day workshop), American Conference Institute's 18<sup>th</sup> Advanced Forum on Structuring, Negotiating and Managing Life Sciences Collaborative Agreements and Acquisitions (New York, NY March 31-April 2, 2014)
32. Panelist, *International Patent Portfolio Management, Creating Favorable Patent Tactics in Developing Countries*, American Conference Institute's 13<sup>th</sup> Advanced Forum on Biotech Patents (Boston MA, November 30-December 1, 2011)
33. Invited Speaker, *Careers in Intellectual Property*, NIH-Oxford-Cambridge Scholars Program, Symposium titled "Looking Beyond the Bench," (Rockville MD, August 24, 2010)
34. Panelist, *The Latest on Recent Biotech Patent Upheavals and Developments in the United States*, Examining Recent Supreme Court and Federal Circuit Decisions, C5's 14<sup>th</sup> European Forum on Biotech Patenting (Munich Germany, April 15-16, 2008)
35. Invited Speaker, *IP Freedom to Operate Analysis*, Public Intellectual Property Resource for Agriculture (PIPRA) Annual Membership Meeting (Berkeley CA, January 20, 2005).
36. Panelist, *Venture, Legal, and Corporate Expert Q&A for Entrepreneurs*, The Art of Telling Your Story, A Commercialization Workshop sponsored jointly by the NIST Advanced Technology Program and the University of Maryland Technology Advancement Program (College Park MD, December 17, 2004).

37. Panelist, *Patents from the Company Perspective*, University and Industry Relationships - Embracing our Mutual Interdependence, A Johns Hopkins University School of Medicine Symposium on Patenting and Licensing (Baltimore MD, November 15, 2004).
38. Invited Speaker, *What makes your IP Portfolio attractive to investors?*, Luncheon Seminar Series for Tenant Companies at the Emerging Technology Center (ETC) (Baltimore MD, April 7, 2004).
39. Panelist, *Recent Developments in the Law of Equivalents*, Cutting Edge Biotechnology Law and Practice, MCLE (Boston MA, January 21, 2004).

## Publications

1. Fenton and Bouquet, *The U.S. Domestic Manufacturing Requirement of the Bayh-Dole Act: An Interpretative Approach and Analysis*, [les Nouvelles](#), Vol. LIX, No. 2, pp. 50-58; June 2024.
2. Fenton and Bouquet, *Waivers of the U.S. Domestic Manufacturing Requirement of the Bayh-Dole Act to Support Global Supply Chains*, [les Nouvelles](#), Vol. LIX, No. 2, pp. 59-66; June 2024.
3. Sung Hee Choe, Amy Finan, Julie Barnes-Weise, Emma Wheatley, and Gillian Fenton, *Promoting Innovation where Market Incentives Do Not Work*, [les Nouvelles](#), Vol. LVI, No. 3, pp. 262-268; September 2021. This article was previously published as the *les Nouvelles* Article of the Month for March 2021 (adapted from a Panel Presentation at the LES USA & Canada 2020 Annual Meeting; [les Nouvelles Article of the Month \(lesi.org\)](#)
4. Contributor/Interviewee, *Our Women Leaders – LES International and National Presidents*, [LES Global News](#) (subscription required), April 2021.
5. Fenton, *LES Value: Careers in Transition and Clause Bank – President’s Acceptance Speech*, [ViewPoints, the Newsletter of the Licensing Executives Society \(U.S.A. and Canada\), Inc.](#), vol. 28(4) December 2020; [LES Viewpoints December 2020 by Licensing Executives Society \(U.S.A. and Canada\), Inc. - issue](#)
6. Fenton, *Application of Enterprise Risk Management (ERM) Principles to Patent Freedom-to-Operate (FTO): A Novel “IP-RM” System*, *Les Nouvelles*, the Journal of the Licensing Executives Society International (LES) issue of December 1, 2016; <https://www.lesi.org/docs/default-source/Indec2016/application-of-enterprise-risk-management-erm-principles-to-patent-freedom-to-operate-fto-analysis-a-novel-ip-rm-system.pdf?sfvrsn=4>
7. Fenton, *Beyond Hybrid Licenses: Strategies for Post Patent Expiration Payments*, *LES Insights* issue of December 15, 2015; <http://www.lesusacanada.org/featured-articles/2015/beyond-hybrid-licenses-strategies-for-post-patent-expiration-payments>
8. Fenton and Pleitez, *Patent Foreign Filing on Life Sciences Inventions*, *LES Insights* issue of September 22, 2015; <http://www.lesusacanada.org/featured-articles/2015/patent-foreign-filing-on-life-sciences-inventions>
9. Fenton, Mangum, and Reilly, *Implementing Kimble v. Marvel: Seven Practical Tips*, *LES Insights* issue of July 14, 2015; <http://www.lesusacanada.org/featured-articles/2015/implementing-kimble-v-marvel-seven-practical-tips>
10. Fenton, Chi-Ham, and Boettiger, *Libertad para Operar: La Perspectiva y Función del Estudio Jurídico*, Ch. 4.7 of Krattiger et al. (eds original Inglés); Anguita et al. (eds versión Español) 2010, [Gestión de la Propiedad Intelectual e Innovación en Agricultura y en Salud: Un Manual de Buenas Prácticas \(Tomo Dos\)](#). Fundación para la Innovación Agraria (Chile) and PIPRA (Davis, CA).
11. Fenton, Chi-Ham, and Boettiger, *Freedom to Operate: The Law Firm’s Approach and Role*, Ch. 14.4 of Krattiger et al. (eds) 2007, [Intellectual Property Management in Health and Agricultural Innovation: A Handbook of Best Practices](#). MIHR: Oxford, U.K., and PIPRA: Davis, CA. Available online at [www.ipHandbook.org](http://www.ipHandbook.org)

12. Fenton, *Infringement and Recent Changes in the Law of Equivalents*, Ch. 2 of Myers et al. (eds) 2004, Cutting Edge Biotechnology Law and Practice (MCLE, Inc.).
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## Blog Posts

1. June 1, 2021: *Achieving our Goals: A Mid-Term Presidential Report* – post to ***The Deal Point*** blog of LES (USA & Canada).
2. March 29, 2021: *The Future of LES Communications* – post to ***The Deal Point*** blog of LES (USA & Canada).
3. March 1, 2021: *Looking Forward: New Year, New Blog, New Tagline* - inaugural post to ***The Deal Point***, the new blog of [LES USA Canada](#).