he is negotiating with “a major established company” that wants to develop another idea from his lab into a product. The difference between the new OTD and the old OTTL, Mazur says, is “black and white.”

That was the goal. “Harvard has a remarkable research presence,” says Steven E. Hyman, a professor of neurobiology who was appointed provost in 2001. “We produce an enormous number of important and highly cited new papers every year. But we had been relatively slow to commercialize our discoveries, and as a result, many potentially important discoveries...sat on library shelves...I actually think that it is part of the mission of a research university not only to publish papers, but also to get discoveries out into the world.”

Hyman assembled a faculty committee in 2004 to set priorities for changing technology transfer at Harvard and mounted a search for someone to lead the charge. In May 2005, Isaac T. Kohlberg became the University’s associate provost and chief technology development officer. Kohlberg, who has an LL.B. and an M.B.A., had held analogous positions at the Weizmann Institute of Science in Israel, New York University, and Tel Aviv University.

At Harvard, Kohlberg integrated the separate technology-transfer office at the Medical School into a unified operation that would report to Hyman. (OTTL had reported to the vice president for finance.) He expanded the office’s staff by 40 percent, to 35 people—about the same size as MIT’s office—and focused on hiring colleagues who understand science and business and take a proactive approach. (Here, too, Mazur’s story is illustrative. He says someone from OTD visits him “every couple of weeks, if not more...constantly trying to connect us to companies to see if there are mutual interests, and I think that’s great.”)

Kohlberg has emphasized formal networking, but also the informal interactions that may unearth unrecog-