



9 December 2016

President-Elect Donald J. Trump
Trump-Pence Transition Team
1717 Pennsylvania Ave., NW
Washington, DC 20006

Dear President-Elect Trump:

Congratulations on your recent election to be the next President of the United States. I am writing on behalf of Intellectual Property Owners Association (IPO) to urge you to give very careful attention to the qualifications needed for the individual who will be appointed to the top position in the U.S. Patent & Trademark Office (USPTO).

IPO is a trade association representing companies and individuals in all industries and fields of technology who own, or are interested in, intellectual property rights. IPO's membership includes about 200 companies and nearly 13,000 individuals who are involved in the association either through their companies or as inventor, author, law firm, or attorney members. IPO advocates for effective and affordable IP ownership rights and provides a wide array of services to members, including supporting member interests relating to legislative and international issues; analyzing current intellectual property issues; information and educational services; and disseminating information to the general public on the importance of intellectual property rights.

The IPO Board of Directors, drawing on past experience, has prepared the enclosed recommendations for background and qualifications that should be possessed by candidates for the position of Director of the USPTO.

The Director should be a top-caliber individual with strong management and leadership skills and in-depth knowledge of patent and trademark law and procedures. The Director must have the ability and commitment to further improve the USPTO so that it can contribute forcefully to spurring innovation and economic growth.

Thank you for your attention to this matter that is so important to the nation's welfare. Please let us know what we can do to be of help.

Sincerely,

Kevin Rhodes
President

President
Kevin H. Rhodes
3M Innovative Properties Co.

Vice President
Henry Hadad
Bristol-Myers Squibb Co.

Treasurer
Daniel J. Staudt
Siemens

Directors
Scott Barker
Micron Technology, Inc.
Stephen W. Bauer
Medtronic, Inc.
Edward Blocker
Koninklijke Philips N.V.
Amelia Buharin
Intellectual Ventures, LLC
Tina M. Chappell
Intel Corp.
Karen Cochran
Shell International B.V.
John Conway
Sanofi
William J. Coughlin
Ford Global Technologies LLC
Buck de Wolf
General Electric Co.
Anthony DiBartolomeo
SAP AG
Daniel Enebo
Cargill, Inc.
Barbara A. Fisher
Lockheed Martin
Louis Foreman
Enventys
Scott M. Frank
AT&T
Darryl P. Frickey
Dow Chemical Co.
Gary C. Ganzi
Evoqua Water
Technologies LLC
Krish Gupta
Dell Technologies
Heath Hoglund
Dolby Laboratories
Phillip S. Johnson
Johnson & Johnson
Thomas R. Kingsbury
Bridgestone Americas
Holding Co.
Charles M. Kinzig
GlaxoSmithKline
William Krovatin
Merck & Co., Inc.
Dan Lang
Cisco Systems, Inc.
Peter Lee
Thermo Fisher Scientific
Allen Lo
Google Inc.
Timothy Loomis
Qualcomm, Inc.
Thomas P. McBride
Monsanto Co.
Elizabeth McCarthy
Avaya, Inc.
Todd Messal
Boston Scientific Co.
Steven W. Miller
Procter & Gamble Co.
Micky Minhas
Microsoft Corp.
Douglas K. Norman
Eli Lilly and Co.
Richard F. Phillips
Exxon Mobil Corp.
Dana Rao
Adobe Systems Inc.
Curtis Rose
Hewlett Packard Enterprise
Matthew Sarboraria
Oracle Corp.
Manny Schecter
IBM, Corp.
Steven Shapiro
Pitney Bowes Inc.
Jessica Sinnott
DuPont
Dennis C. Skarvan
Caterpillar Inc.
Brian R. Suffredini
United Technologies, Corp.
James J. Trussell
BP America, Inc.
Roy Waldron
Pfizer, Inc.
BJ Watrous
Apple Inc.
Stuart Watt
Amgen, Inc.
Steven Wildfeuer
RELX Group
Mike Young
Roche Inc.

General Counsel
Michael D. Nolan
Milbank Tweed

Executive Director
Mark W. Lauroesch

INTELLECTUAL PROPERTY OWNERS ASSOCIATION

Undersecretary of Commerce for Intellectual Property and Director of United States Patent & Trademark Office

Responsibilities:

- Advises the President, Secretary of Commerce, and the Administration on intellectual property (IP) matters.
- Administers the laws of granting patents and trademarks and the day-to-day management of the \$3 billion agency with about 10,000 employees.
- Develops and articulates Administration positions on intellectual property issues, both domestic and foreign.
- Promotes strong IP policy globally, including strategies to thwart the theft of U.S. IP around the world, and influences non-U.S. IP policy.
- Implements policies and initiatives to provide innovators with quality, timely, cost effective patent and trademark examinations.
- Advocates publicly for effective IP systems and their importance to innovation and economic development.

Recommended Background, Qualifications, and Experience:

Intellectual Property Expertise

- The Director should be a practicing IP attorney and must possess a thorough knowledge of patent and trademark law and procedures.
- The Director should have a minimum of 15 years IP/Patent experience, preferably within the USPTO or industry, with at least 5 years' experience in running a large organization requiring significant managerial and fiscal responsibility.
- The Director must understand the business aspects of IP, understand the importance of patents and trademarks in spurring innovation and economic growth, and be able to balance the views of various industry groups and other interested parties.

Leadership and Management Experience

- The Director should have strong leadership and management skills including experience in setting and communicating strategic direction, effective decision-making and execution, user/customer focus, and ability to inspire employees of a large organization.
- The Director must be willing to embrace and implement new technological solutions to address problems and improve efficiencies.

Policy and Advocacy Experience

- The Director must be capable of effectively taking the international stage in WIPO, EPO, JPO, and in other international agencies, and advocating for U.S. positions on international IP matters.
- The Director must be experienced in setting policy, and have proven diplomacy skills. The Director should possess political acumen and have prior experience in working with government agencies in a highly charged political setting.