

# PROGRAM GUIDE

## 2026 FLC NATIONAL MEETING

Seattle, Washington  
May 12–14

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# CHAIR'S WELCOME

## I The Road to the Emerald City of Innovation

Welcome to the 2026 FLC National Meeting in beautiful Seattle! We are thrilled that you have decided to join us and look forward to your participation at the National Meeting, the premier networking and professional development event for the federal technology transfer community.

Everyone knows the story of Dorothy in *The Wizard of Oz*: On her journey to the Emerald City, she needed help from several friends to achieve her goals. As we gather in *our* Emerald City, consider the different types of people who contribute to successful technology transfer — the friends you need to get an innovation to market. Take advantage of robust networking opportunities during these three days to meet collaborators, set up partnerships, and exchange contact information. This is also your opportunity to build your skills and expand your expertise through dozens of educational sessions and training courses for professionals of all levels. Finally, don't miss the FLC Awards Ceremony on Wednesday evening, where the country's best innovations, achievements, and individuals will receive prestigious recognition.

As always, the FLC Executive Board and staff are here to answer your questions and make sure you get the most out of the National Meeting. Take your innovation journey to the next level and pull back the curtain on what makes the federal technology transfer ecosystem so great!



*Whitney Hastings*

Whitney Hastings  
**FLC Chair**

# WHAT THE FLC CAN DO FOR YOU

The FLC's mission is to utilize our three pillars — **Promote, Educate, and Facilitate** — to provide powerful professional development resources, searchable databases, relevant event information, and magnetic marketing materials to help maximize the impact of technology transfer.

Take things to the next level with:

- **FLC Green Book** and mobile app for tech transfer policy access
- **FLC Mentorship Program** for professional growth and connections
- **LabTech in Your Life** showcasing real-world federal innovations
- **FLC Learning Center** for training and professional development
- **Labs in Action** highlighting commercialization success stories
- **FLC Business** searchable database of technologies and facilities
- **FLC events** throughout the federal technology transfer ecosystem
- **FLC Digest** for news, features, and opportunities across the tech transfer community

Learn more about how the FLC can help you and your laboratory or agency today.



# WHAT TO DO IN SEATTLE

## Don't miss our host city's natural beauty, cultural attractions, and world-class dining!

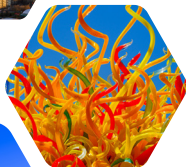
Seattle is the crown jewel of the wild and wonderful Pacific Northwest region, known for its music scene (the electric guitar was invented here!), breathtaking nature, bustling tech scene, and, of course, the origin of Starbucks. Get your morning jolt at any of Seattle's famous coffee shops, throw on some Jimi Hendrix, and walk to the waterfront to enjoy fresh seafood and a local craft beverage. We've got you covered with recommendations aplenty in our Seattle Visitor's Guide, available in the registration area.

### Places To Visit:

- Space Needle
- Chihuly Garden and Glass Museum
- Pike Place Market
- Museum of Pop Culture
- Pacific Science Center
- The Seattle Great Wheel at Pier 57

### Downtown Restaurants:

- Ivar's Acres of Clams
- Lola
- Wild Ginger
- Aerlume
- Palace Kitchen



# GET SOCIAL

Spread the word about the good times and great opportunities at the FLC National Meeting. Snap photos to post on your social media channels and use these hashtags to amplify your posts and promote the FLC National Meeting.

**#FLCNM2026**

**#FLCAWARDS26**

Follow us @federallabs



# FIND YOUR PATH

Each session and training course is tailored to one of these career pathways. Look for the icon to build your perfect schedule.

## FLC Career Pathways:



### AGREEMENTS

#### The Collaboration Captain

You balance deals and partnerships securely.



### INTELLECTUAL PROPERTY

#### The Portfolio Principal

You transform ideas into protected assets.



### MARKETING & BUSINESS DEVELOPMENT

#### The Innovation Influencer

You spot opportunities for driving success.



### OPERATIONS & ADMINISTRATION

#### The Mission Manager

You align policy, operations, people, and innovation.

## SCHEDULE-AT-A-GLANCE

# TUESDAY, MAY 12

**7 a.m. – 5 p.m.**

### **Registration**

Grand Ballroom Foyer  
4th Floor, Grand Level

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**7 – 8 a.m.**

### **Course Breakfast**

Fifth Avenue, 4th Floor, Grand Level

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**8 a.m. – 5 p.m.**

### **Award Poster Viewing**

Grand Ballroom Foyer  
4th Floor, Grand Level

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**8 a.m. – Noon**

### **\*Half-Day Training Course: Leadership for T2 Professionals**

Cascade I, 2nd Floor, Mezzanine Level

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**8 a.m. – Noon**

### **\*Half-Day Training Course: De-Risking Software Licensing**

Cascade II, 2nd Floor, Mezzanine Level

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**8 a.m. – Noon**

### **\*Half-Day Training Course: Negotiation Strategies and Tactics**

Vashon, 3rd Floor, San Juan Level

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**8 a.m. – 5 p.m.**

### **\*Full-Day Training Course: CRADAs for T2 Professionals**

Elliott Bay, 1st Floor, Lobby Level



\*Pre-registration required

<b>8 a.m. – 5 p.m.</b>	<b>*Full-Day Training Course: Fundamentals of T2 for ORTAs</b> Pike, Lower Level, Westlake Level	
<b>8 a.m. – 5 p.m.</b>	<b>*Full-Day Training Course: The Power of Communication</b> Pine, Lower Level, Westlake Level	
<b>Noon – 1 p.m.</b>	<b>Training Day Lunch</b> Fifth Avenue, 4th Floor, Grand Level	
<b>1 – 5 p.m.</b>	<b>*Half-Day Training Course: IP Management for T2 Professionals</b> Cascade I, 2nd Floor, Mezzanine Level	
<b>1 – 5 p.m.</b>	<b>*Half-Day Training Course: Marketing Strategies for T2 Professionals</b> Cascade II, 2nd Floor, Mezzanine Level	
<b>1 – 5 p.m.</b>	<b>*Half-Day Training Course: iEdison Basic Training</b> Vashon, 3rd Floor, San Juan Level	
<b>4 – 5:30 p.m.</b>	<b>NASA Breakout Session</b> Mercer, Lower Level, Westlake Level	
<b>4:30 – 5:30 p.m.</b>	<b>Industry Power Hour</b> St. Helens, 2nd Floor, Mezzanine Level	
<b>5 – 7 p.m.</b>	<b>Exhibits Open</b> Grand Ballroom III, 4th Floor, Grand Level	
<b>5:30 – 6 p.m.</b>	<b>First-Time Attendee Reception</b> Puget Sound, 1st Floor, Lobby Level	
<b>6 – 7 p.m.</b>	<b>Welcome Reception</b> Grand Ballroom III, 4th Floor, Grand Level	

## SCHEDULE-AT-A-GLANCE

# WEDNESDAY, MAY 13

**8 – 9 a.m.**

### **Breakfast**

Sponsored by  **Clarivate™**

Facilitate Committee and Communications  
Subcommittee Meetups  
Grand Ballroom III, 4th Floor, Grand Level

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**8 a.m. – 5 p.m.**

### **Registration**

Grand Ballroom Foyer  
4th Floor, Grand Level

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**9 – 9:15 a.m.**

### **Welcome and Keynote Introduction by FLC Chair Whitney Hastings**

Grand Ballroom I & II  
4th Floor, Grand Level

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**9:15 – 10:15 a.m.**

### **Keynote: Transcending Incrementalism**

#### **John T. Preston**

*Founder and Managing Partner, TEM Capital*  
Grand Ballroom I & II, 4th Floor, Grand Level



**10 a.m. – 5 p.m.**

### **Exhibits Open**

Grand Ballroom III, 4th Floor, Grand Level

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**10:45 – 11:45 a.m.**

### **Lab Directors Forum Moderated by Dick Paul**

*FLC National Advisory Committee Chair*  
Grand Ballroom I & II, 4th Floor, Grand Level

11:45 a.m. – 12:45 p.m. **Lunch**

Sponsored by  

Grand Ballroom III, 4th Floor, Grand Level

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**12:45 – 1:45 p.m. | Concurrent Session 1**

**Coming to Terms with Term Sheets**

Cascade I, 2nd Floor, Mezzanine Level



**The Use of Master IIAs to**

**Catalyze Commercialization**

Cascade II, 2nd Floor, Mezzanine Level



**Fixing the Hidden Bottleneck in**

**Research Commercialization**

Vashon, 3rd Floor, San Juan Level



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**2 – 3 p.m. | Concurrent Session 2**

**Protection of Federally Funded Inventions**

Cascade I, 2nd Floor, Mezzanine Level



**Modernizing DoW T2 for National**

**Security/Economic Prosperity**

Cascade II, 2nd Floor, Mezzanine Level



**Practical Applications of AI to Accelerate T2**

Vashon, 3rd Floor, San Juan Level



**3 – 3:15 p.m.**

### **Networking Break**

Sponsored by  **FIRST IGNITE**

Ballroom Foyer, 4th Floor, Grand Level

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**3 – 3:15 p.m.**

### **Poster Displays**

Ballroom Foyer, 4th Floor, Grand Level

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### **3:15 – 4:15 p.m. | Concurrent Session 3**

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#### **Invention Evaluation Committees**

Cascade I, 2nd Floor, Mezzanine Level



#### **An Intro to NSF's R&D, Workforce, and Education Surveys**

Cascade II, 2nd Floor, Mezzanine Level



#### **Best Practices in Working With and Supporting SBIR**

Vashon, 3rd Floor, San Juan Level



### **4:30 – 5:30 p.m. | Concurrent Session 4**

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#### **Prototyping for Success: VA T2 Assistance Program**

Cascade I, 2nd Floor, Mezzanine Level



#### **Using Professional Societies to Further Develop Your Career**

Cascade II, 2nd Floor, Mezzanine Level



#### **Navigating Foreign Non-Government Partnerships**

Vashon, 3rd Floor, San Juan Level



**5:30 – 6 p.m.**

**Mentorship Program Reception**

*Program participants only*

Puget Sound, 1st Floor, Lobby Level

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**6 – 6:30 p.m.**

**Awards Reception**

Ballroom Foyer, 4th Floor, Grand Level

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**6:30 – 9 p.m.**

**Awards Ceremony**

Grand Ballroom I & II  
4th Floor, Grand Level

*Drink tickets generously provided by our sponsors:*



FROST & SULLIVAN



## SCHEDULE-AT-A-GLANCE

# THURSDAY, MAY 14

**8 – 9 a.m.**

### **Breakfast**

Sponsored by  **Clarivate**™  **VENTUREWELL**  
idea to impact

Grand Ballroom III, 4th Floor, Grand Level

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**8 a.m. – 3:30 p.m.**

### **Registration**

Grand Ballroom Foyer  
4th Floor, Grand Level

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**9 – 9:15 a.m.**

### **Welcome**

Grand Ballroom I & II  
4th Floor, Grand Level

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**9:15 – 10:15 a.m.**

### **Town Hall Meeting**

Grand Ballroom I & II  
4th Floor, Grand Level

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**10 a.m. – 3:30 p.m.**

### **Exhibits Open**

Grand Ballroom III, 4th Floor, Grand Level

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**10:15 – 10:45 a.m.**

### **Networking Break & Poster Display**

Sponsored by  **FIRST IGNITE**

Grand Ballroom Foyer  
4th Floor, Grand Level

10:45 – 11:45 a.m. | Concurrent Session 5

**Patent Essentials Every Federal  
Researcher Should Know**

Cascade I, 2nd Floor, Mezzanine Level



**Turbocharging Your Licensees With  
Manufacturing Support**

Cascade II, 2nd Floor, Mezzanine Level



**Driving T2 Success With Market Intelligence**

Vashon, 3rd Floor, San Juan Level



11:45 a.m. – 12:45 p.m. **Lunch**

Sponsored by  IP.com

Grand Ballroom III, 4th Floor, Grand Level

12:45 – 1:45 p.m. | Concurrent Session 6

**From Bench to Business: AI for Patentability  
Feedback/Market Insight**

Cascade I, 2nd Floor, Mezzanine Level



**FLC Support for Small Labs With No PA Staff**

Cascade II, 2nd Floor, Mezzanine Level



**Beyond Cooperative Research: Measuring  
True Impact of a CRADA**

Vashon, 3rd Floor, San Juan Level



## 2 – 3 p.m. | Concurrent Session 7

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### **The Drone Killer Playbook: A Live Case Study**

Cascade I, 2nd Floor, Mezzanine Level



### **AI as a Force Multiplier for Federal T2 Marketing, Data, Ecosystems**

Vashon, 3rd Floor, San Juan Level



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**3:15 – 4:15 p.m.**

### **AI for Federal Labs: Expanding Ecosystems and Tech Transfer**

Cascade I, 2nd Floor,  
Mezzanine Level



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**3:15 – 5:15 p.m.**

### **Navy Breakout Session**

Pike, Lower Level, Westlake Level

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**3:15 – 5:15 p.m.**

### **PHS Breakout Session**

Denny, Lower Level, Westlake Level

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**4:30 – 5:30 p.m.**

### **Technology Transfer Policy Pain Points — Discussion for All**

Cascade I, 2nd Floor,  
Mezzanine Level





# INNOVATION *FOR IMPACT*

*A New National Security Technology Transfer Forum*

Launching in 2026, Innovation for Impact is a new FLC forum focused on technology transfer for national security innovation. The event will bring together federal laboratories and agencies to share best practices in intellectual property, partnerships, and technology transition. The two-day, federal-only program is followed by a third day of industry engagement connecting labs with defense industrial base partners.

**JOIN US DECEMBER 1-3**

THE NATIONAL CONFERENCE CENTER | LEESBURG, VA.

2026

# FLC AWARDS



## Congratulations to the 2026 Award winners!

The annual FLC Awards recognize federal laboratories and their partners for outstanding technology transfer achievements. FLC Award recipients prepare detailed submissions that undergo thorough review in peer-based judging, and winning is considered a prestigious honor within the federal lab community.

On May 13, join the Awards Reception in the Grand Ballroom Foyer from 6 to 6:30 p.m. The Awards Ceremony will follow from 6:30 to 9 p.m. in the Grand Ballroom I & II. Seating is reserved for ticket holders only.

For information on this year's award winners, visit the Awards Poster Gallery in the Grand Ballroom Foyer, 4th Floor, Grand Level.



**Scan here to  
learn more!**

# FLC MEETINGS APP

## Your all-in-one tool for planning and connecting

Make the most of your National Meeting experience with the FLC Meetings app. Create your profile, find and message other attendees, and schedule meetings — all in one place.

Take a minute to update your profile to make networking a breeze!

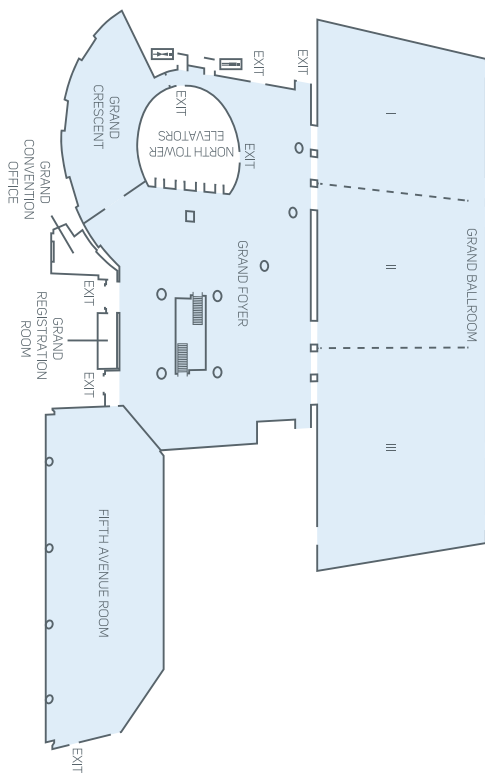


**Scan here to  
download the app!**



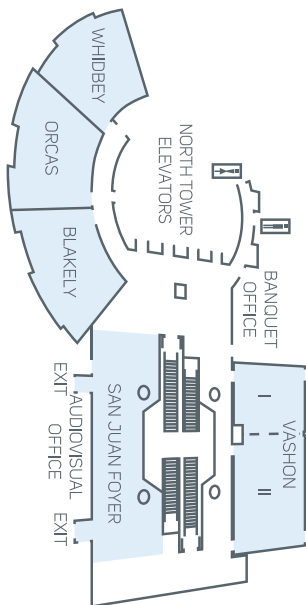
# HOTEL FLOORPLANS

## Westin Seattle Meeting Space: Grand Level | Fourth Floor



# HOTEL FLOORPLANS

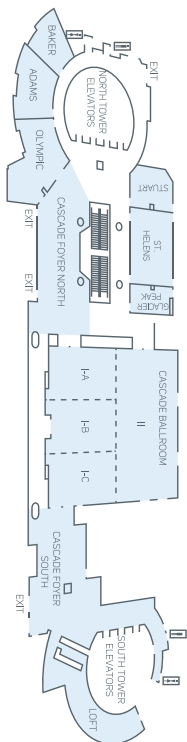
## Westin Seattle Meeting Space: San Juan Level | Third Floor



# HOTEL FLOORPLANS

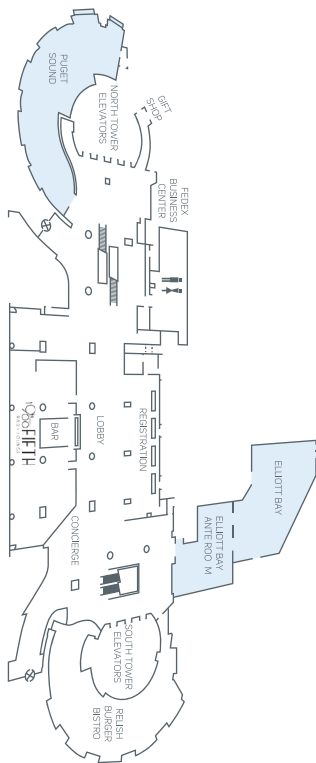
## Westin Seattle Meeting Space:

Mezzanine Level | Second Floor



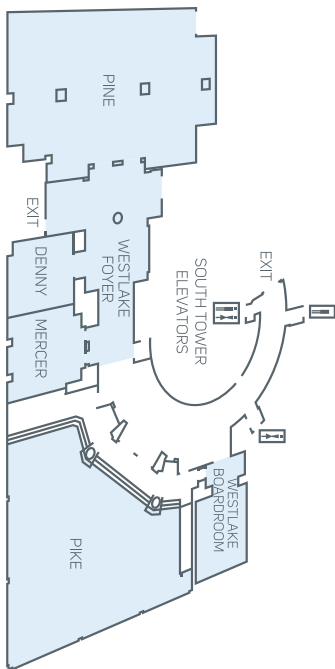
# HOTEL FLOORPLANS

## Westin Seattle Meeting Space: Lobby Level | First Floor



# HOTEL FLOORPLANS

## Westin Seattle Meeting Space: Westlake Level | Lower Level



# EXHIBITOR DIRECTORY

## Exhibit Hours:

Grand Ballroom III | Grand Level, Fourth Floor

**Tuesday, May 12**

**5 – 7 p.m.**

**Wednesday, May 13**

**10 a.m. – 5 p.m.**

**Thursday, May 14**

**10 a.m. – 3:30 p.m.**

## Exhibitors

- Ballard Spahr
- Clarivate
- FirstIgnite
- Federal Laboratory Consortium (FLC)
- FedTech
- Frost & Sullivan
- NAPEX
- IP.com
- IEEE Entrepreneurship
- Sphere
- VentureWell

# SOLUTIONS SHOWCASE

Visit the Demo Room in Grand Crescent on the 4th Floor, Grand Level, to learn about the products and services that will make your job easier!

**WEDNESDAY, MAY 13**

**Learn about the FLC Greenbook App & FLC Business!**

8:30 – 9 a.m.



**AI Tools for Your Office**

10:15 – 10:45 a.m.



**Discover the FLC Learning Center**

12:15 – 12:45 p.m.



**Supporting Technology Transfer from Ideation to Commercialization — with Clarivate IPfolio**

3 – 3:30 p.m.



**THURSDAY, MAY 14**

**Let the FLC Promote Your Agency/Lab**

8:30 – 9 a.m.



**Accelerating Innovation in the Age of AI with IP.com.**

10:15 – 10:45 a.m.



**Ideas to Impact**

3 – 3:30 p.m.



# ABOUT FLC

The Federal Laboratory Consortium for Technology Transfer (FLC) is a formally chartered, nationwide network of more than 300 federal laboratories and research centers that fosters commercialization, best practice strategies, and opportunities for accelerating federal technologies out of the labs and into the marketplace.

## I Registration Hours

Located by the escalators in the Grand Ballroom Foyer, 4th Floor.

<b>Monday, May 11</b>	<b>4 – 6 p.m..</b>
<b>Tuesday, May 12</b>	<b>7 a.m. – 5 p.m.</b>
<b>Wednesday, May 13</b>	<b>8 a.m. – 5 p.m.</b>
<b>Thursday, May 14</b>	<b>8 a.m. – 3:30 p.m.</b>

## I Voting

Visit the voting booth by registration to submit your ballots for FLC leadership. Voting closes on Wednesday, May 13, at 2 p.m.

<b>Tuesday, May 12</b>	<b>7 a.m. – 5 p.m.</b>
<b>Wednesday, May 13</b>	<b>8 a.m. – 2 p.m.</b>

## I FLC Code of Conduct

FLC strives to provide a harassment-free meeting experience for our attendees. Meeting participants are expected to conduct themselves with integrity and respect for others at all meetings, courses, and events. All communication should be appropriate for a professional audience. Participants violating these rules may be asked to leave at the discretion of FLC staff.

TO LEARN MORE, VISIT  
[WWW.FEDERALLABS.ORG](http://WWW.FEDERALLABS.ORG)

## | Closed Captioning Services

The FLC provides closed captioning services from our vendor, Wordly. A QR code will be available in each room with instructions on how to use the service. Attendees can read live captions or listen to audio on their computers or mobile devices. FLC is committed to ensuring all attendees have access to the Meeting. If you require special assistance, please inform an FLC staff member.

## | Tips for First Timers

**If you're attending the FLC National Meeting for the first time, consider these tips from seasoned pros:**

- Participate in the First-Time Attendee Reception on Tuesday, May 12, from 5:30 – 6 p.m. in Puget Sound, 1st Floor, Lobby Level.
- Wear a new member or first-time attendee ribbon on your badge so FLC leadership can welcome you to the National Meeting!
- Use the FLC Meetings app to connect with people from other organizations or form a dinner group for informal networking.
- Visit the FLC Help Desk located at Registration.
- Visit the FLC Booth in the exhibit area to learn how to get involved.
- Explore a variety of sessions to experience the full range of programming at the National Meeting.

# THANK YOU TO OUR 2026 SPONSORS

## GOLD

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## SILVER

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## EXHIBITORS

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Ballard Spahr

Clarivate

FirstIgnite

Federal Laboratory  
Consortium (FLC)

FedTech

Frost & Sullivan

NAPEX

IP.com

IEEE Entrepreneurship

Sphere

VentureWell



Show your  
expertise.

Unlock more  
opportunities.

Become PRO™  
verified today!



# SAVE THE DATE

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Meet us in the Windy City for the  
2027 FLC National Meeting!

*Chicago, Illinois | May 11 – 13*  
*The Palmer House Hilton*





Federal Laboratory Consortium  
for Technology Transfer

**@federallabs | #FLCNM2026**



**federallabs.org**