

Intellectual Property as a Key Driver for University Planning and Growth

On the need to optimize university outcomes
for Canada to remain competitive

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November 21, 2007

Weaknesses of the Canadian Economy

- Lowest industrial productivity of G7
- Lowest R&D investments of G7 (except Italy)
- Low industry R&D investment ...
- Fewer per capita researchers, engineers ...
- Fewer per capita inventions, innovation ...
- Fewer per capita investments in IT ...
- Slow to bring new products to marketplace ...

Challenges to the Canadian Economy

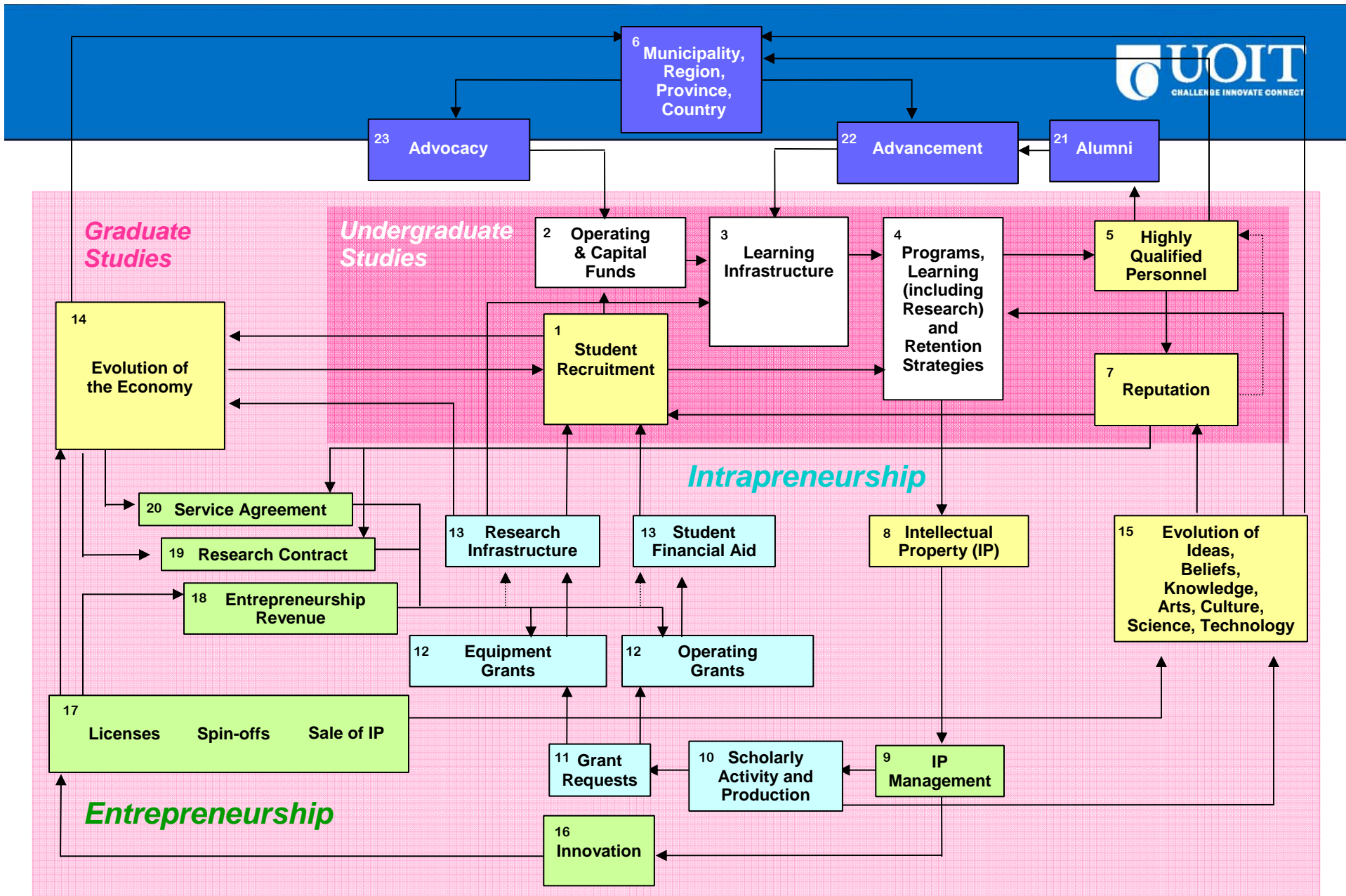
- **Productivity Gap**
 - Need to learn how to compete and win
- **People Gap**
 - Need for skill sets in high value add areas
- **Innovation Gap**
 - Need to bring IP faster to market

Challenges to Canadian Universities

- These are directly related to the outcomes of universities ... !
- Need to optimize university outcomes ...

Before university outcomes can be optimized ...

- **What are the outcomes?**
- **What are the inputs?**
- **What are the relationships between inputs and outcomes?**
- **Can these relationships be modeled?**



A Business Model of Canadian Universities

University outcomes
 Core business outcomes
 Entrepreneurship outcomes
 Intrapreneurship outcomes
 Community-related outcomes

How can they be optimized?

- Need to know what the outcomes are
- Need to understand the business model
- Aim for excellence in every area
- Exploit synergies between core business, intrapreneurship and entrepreneurship
- Measure progress of each one over time