

- (1) Contacts originate primarily directly with the professors.
- (2) Most projects have not achieved objectives.
- (3) Knowledge sharing and access to leading-edge thinking are the primary objectives. Licensing IP is not often an objective.
- (4) Cornell is not easy to deal with relative to contracts. It takes a long time.
- (5) Cornell should focus on increasing research funding and forget IP licensing as its financial objectives.
- (6) Cornell's reputation for industrial-funded research is not positive relative to the 20-25 top research universities.
- (7) Cornell has much more potential to develop broad multi-faceted industrial relationships.