

A red rectangular bar at the top of the slide contains the text "A GAME CHANGER" in small white letters, followed by "From competition to implementation..." in larger white letters.

**CornellINYC Tech**  
Home of the Technion-Cornell Innovation Institute

Opportunities and Risks of the CornellINYC Tech Campus

**Topic #1** – Faculty and Research

**Topic #2** – Innovation and Commercialization in NYC

**Topic #3** – Enhancing the Cornell Brand

The Cornell University logo, featuring a shield with a book and a sun, surrounded by the text "CORNELL UNIVERSITY" and "FOUNDED 1826". Below the logo is a stylized gear icon.



A GAME CHANGER

## Opportunities...

- CornellNYC Tech Campus addresses arguably the greatest challenge for engineering – commercialization
- Unique urban/rural setting; separate campus focused on a single mission
- Partnership with the Technion
- Places us on the world stage of NYC
- Allows us to showcase our greatest talent – to collaborate across disciplines



A GAME CHANGER

## Risks...

- Build two campuses that don't collaborate, and even compete with each other in unhealthy ways
- Financial challenge of standing up a \$2B campus in these fiscal times
- Focus on commercialization creates a competitive environment that lowers quality of research relative to Cornell Ithaca standards

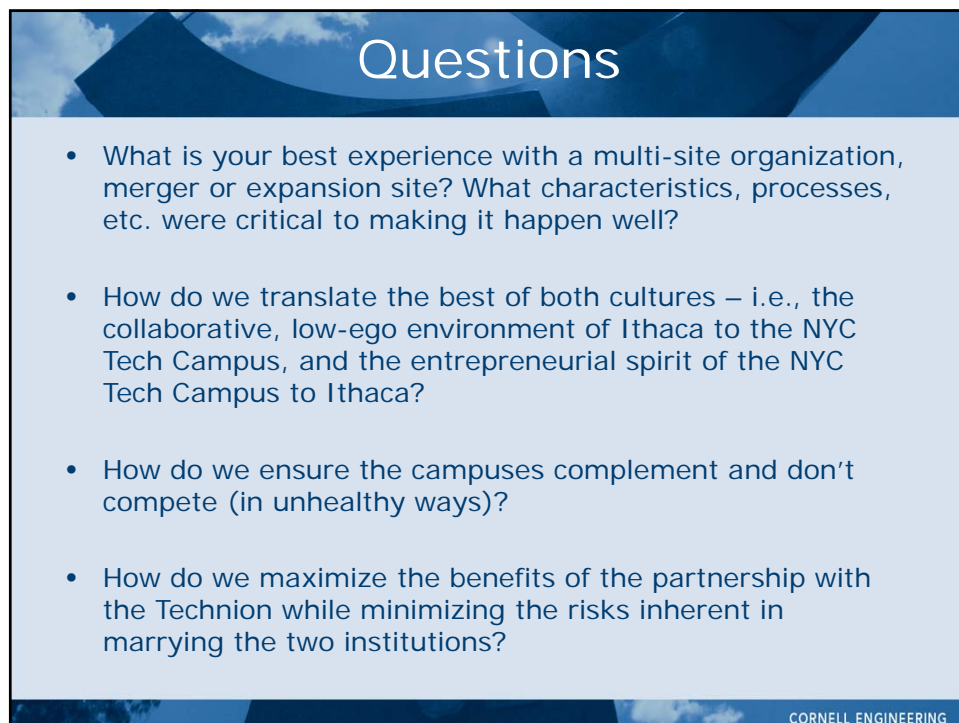
A presentation slide with a blue background featuring a large, stylized 'ENG' logo and a Cornell University seal. The text is centered and reads: 'CORNELL ENGINEERING', 'Topic #1 – Faculty and Research', 'March 30, 2012', 'Lance R. Collins', and 'Dean of Engineering'.

ENG

CORNELL ENGINEERING

**Topic #1 – Faculty and Research**

March 30, 2012  
Lance R. Collins  
Dean of Engineering

A presentation slide with a blue background featuring a large, stylized 'ENG' logo. The text is centered and reads: 'Questions', followed by four bullet points, and 'CORNELL ENGINEERING' at the bottom right.

Questions

- What is your best experience with a multi-site organization, merger or expansion site? What characteristics, processes, etc. were critical to making it happen well?
- How do we translate the best of both cultures – i.e., the collaborative, low-ego environment of Ithaca to the NYC Tech Campus, and the entrepreneurial spirit of the NYC Tech Campus to Ithaca?
- How do we ensure the campuses complement and don't compete (in unhealthy ways)?
- How do we maximize the benefits of the partnership with the Technion while minimizing the risks inherent in marrying the two institutions?

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