



**Past makes us who  
we are**

**We are responsible for who  
we want to be**

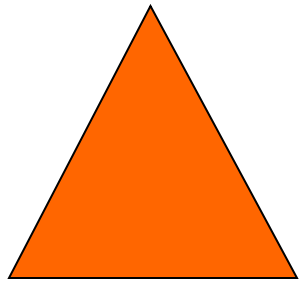


“Screw it,  
let’s do it”

*Sir Richard Branson*  
*Global Entrepreneurship Congress, Liverpool,*  
*March 13<sup>th</sup>, 2012*

# Changes in Operating Models: 1970-2010

## Vertical Integration: 1970s

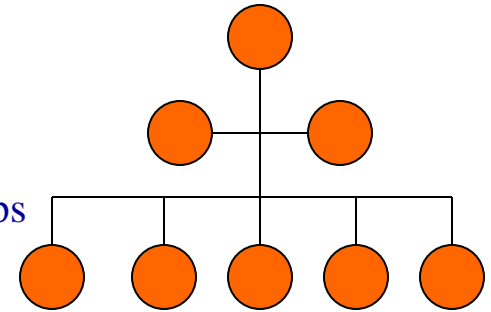


- All activities performed in-house
- Compliance mindset
- Command & control leadership
- Focus: Whole value chain

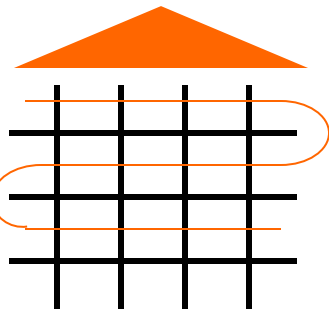
## Hierarchical

## Financial Integration: 1980s

- Strategic business units
- Silo mindset
- Product leadership
- Focus: Product Groups



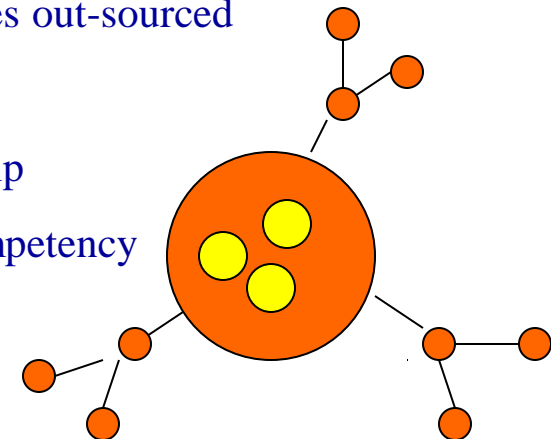
## Horizontal Integration: 1990s



- Shared services
- Matrix mindset
- Team leadership
- Focus: Economies of scale

## 'Virtual' Integration: 2000s

- Non-core activities out-sourced
- Network mindset
- Thought leadership
- Focus: Core Competency



Flatter

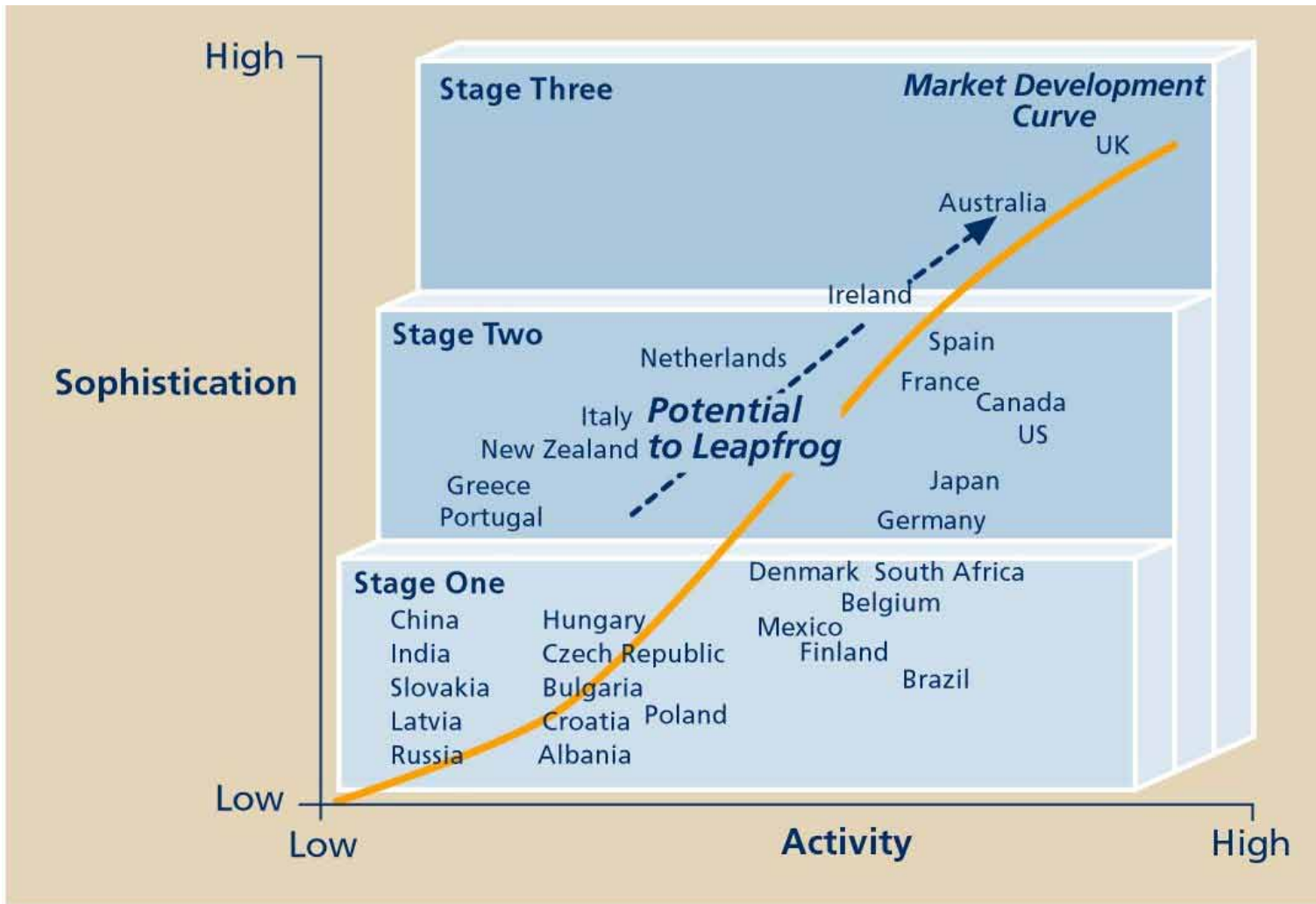
Fragmented

Integrated

An aerial photograph of a dry, cracked, brown landscape, possibly a salt flat or a desert. The ground is covered in a network of fine, irregular cracks. In the center of the image, there is a large, irregularly shaped, light-colored patch that appears to be a different material or a depression. The overall color is a range of browns, from light tan to dark chocolate and near-black tones in the shadows of the cracks.

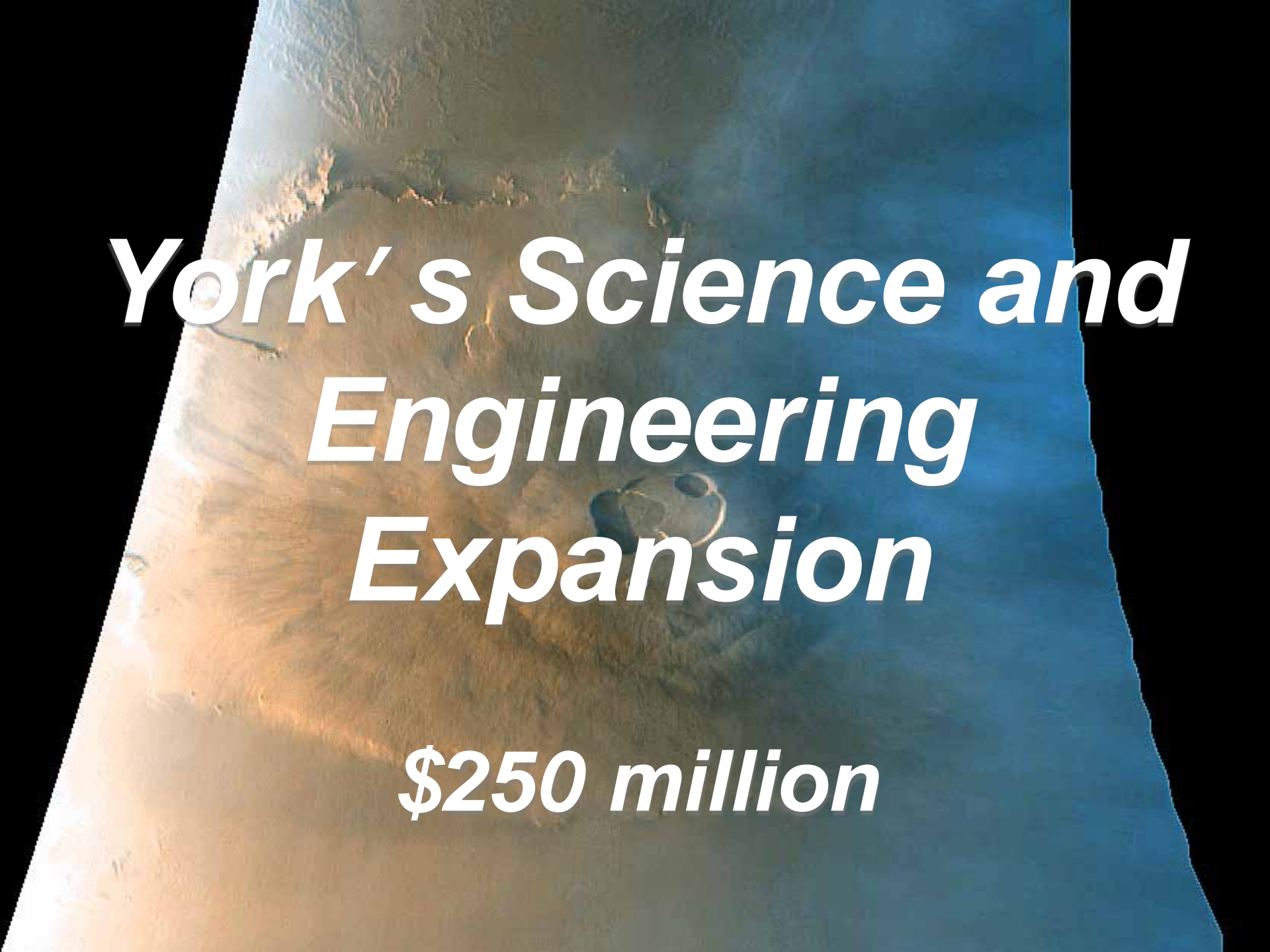
Innovation is most likely to  
occur where there is  
*market demand*  
and *marketplace*  
for it

# Public Private Partnerships: *New knowledge rests at the edge*



National Policy and Legislation for PPPs

PPP Maturity Model



***York's Science and  
Engineering  
Expansion***

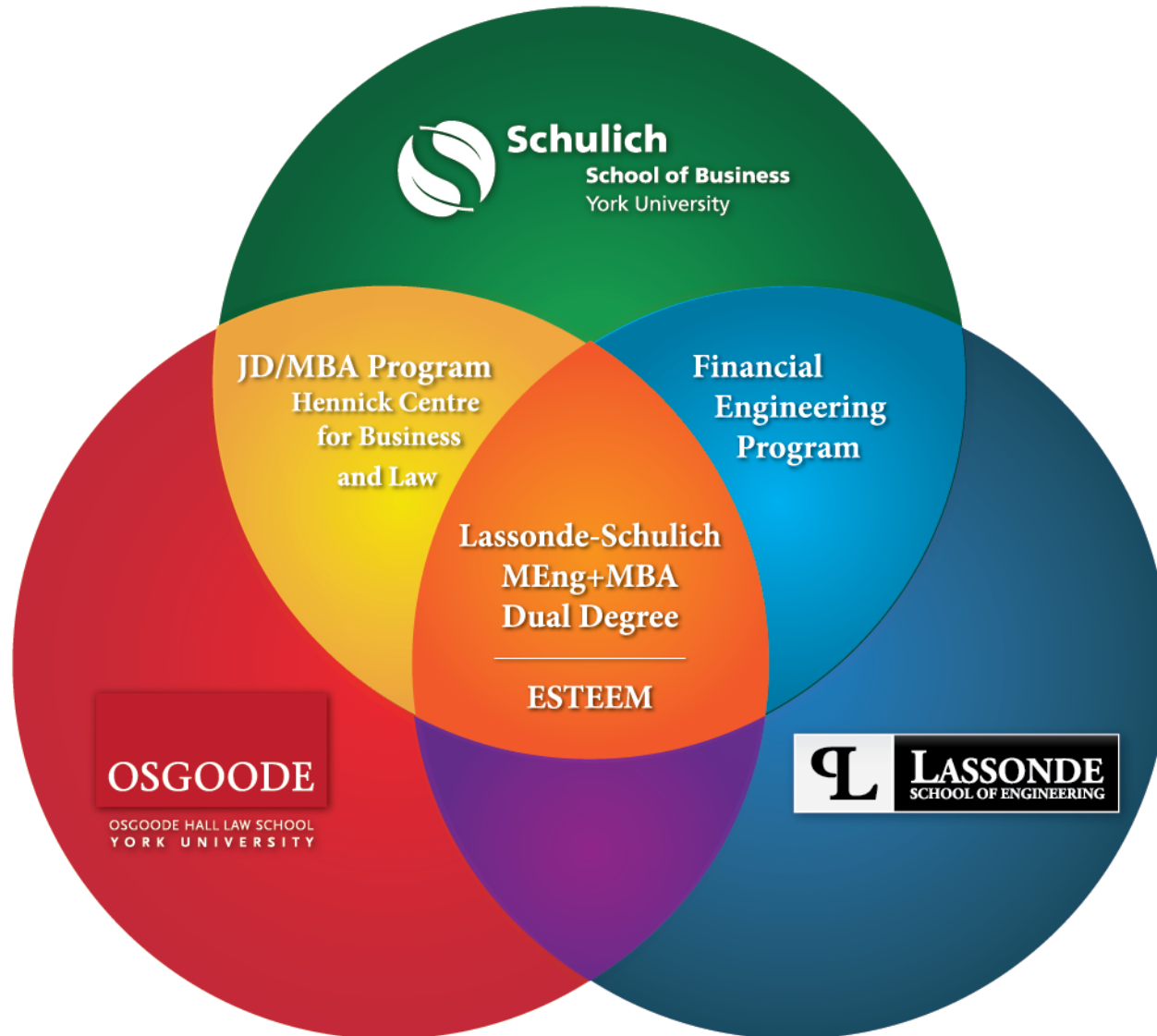
***\$250 million***



**L** **LASSONDE**  
SCHOOL OF ENGINEERING



# York University's Professional Convergence Paradigm



# York: Priorities and Strategy

## 21<sup>st</sup> Century Science

molec/cell biology, digital media,  
pharma/medicinal chemistry  
quantum optics

## Global Engineering

energy frontiers, power systems,  
infrastructure mgmnt,  
environmental design

## Key: People

70 new faculty members (150),  
40 technical staff (80),  
1,800 UG students

## Environment, Space & Earth

atmospheric science, planetary  
exploration, climate modeling,  
advanced instrumentation

*Priority Areas: 50% - 70%*

*Ongoing Research & Ind. Collaborations: 20% - 40%*

*New Research Directions: 10%*

# Architectural Design/

B/ Renders/ Phase 2/ Described through your three Lenses

