

SIMON FRASER UNIVERSITY  
Office of the Registrar  
MEMORANDUM

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**To:** Senate  
**From:** Alison Watt, Director, Secretariat Services  
**Subject:** Presentation about TIME Centre  
**Date:** 11 February, 1999

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Attached is a brief concerning the Technology, Innovation Management and Entrepreneurship (TIME) Centre proposed for Harbour Centre. Dr. Gagan and Mr. Mike Volker, (University-Industry Liaison Office), and Deans Marteniuk and Waterhouse will make a presentation to the March meeting of Senate.

Attachment



# Simon Fraser University

## **TIME Centre (Technology, Innovation, Management and Entrepreneurship)**

### **Executive Summary - Background**

The TIME Centre - to be located at the Harbour Centre Campus - is an SFU initiative to support the success of technology enterprises in B.C. and the development of this growing sector of the provincial economy.

Simon Fraser University at Harbour Centre, celebrating its 10th anniversary this year, has been an important addition to SFU's mix of research, teaching and service activities. The existing Harbour Centre Campus has been fully occupied for some time and cannot accommodate any new initiatives. The 1998 - 2001 three year academic plan for Harbour Centre concluded that Harbour Centre - by mission, focus and location - is vested with the rare ability to bring together business, technology, research and culture and that this strength should form the basis for future development.

In the spring of 1998 the University became aware that the seventh floor of the Spencer Building at the Harbour Centre Campus was coming available for lease. This coincided with discussions about the potential for a special SFU initiative in the high technology sector. The Vice President, Academic established an ad hoc committee of Professors Jim Cavers (Engineering Science), Daniel Shapiro (Business Administration) and Brian Lewis (Communication) to prepare a proposal for a high technology initiative to be located on the seventh floor. Their report, *The Innovation Initiative: Support for BC's Technology Sector at the Harbour Centre Campus*, was received in August 1998 and was consistent with the academic plans of Applied Science and Business Administration. After consultation with the deans and vice presidents the proposal was taken to SCAP in September 1998 for review and comment. Subsequently, a committee consisting of Michael Volker (University-Industry Liaison), Joanne Curry (TeleLearning) and Mark Selman (Continuing Studies) was charged by the Vice President, Academic to develop a business plan in consultation with the deans of Business Administration and Applied Science, the executive director of Harbour Centre and other interested parties. This led to the TIME Centre concept.

The TIME Centre proposes a co-ordinated vision for SFU's involvement in the high technology sector through bringing together various University and external groups to generate a level of unparalleled synergy and energy relating to the new knowledge-based economy. TIME is the integration of Technology, Innovation, Management, and Entrepreneurship (and Enterprise).

This presentation includes an executive summary and highlights of a more detailed business plan which has been formulated over the past several months. The goal is to be operational by September, 1999.

The Board of Governors of the University officially approved the lease and endorsed the TIME proposal at its January 28, 1999 meeting.

# Simon Fraser University

## TIME Centre: Executive Summary (Technology, Innovation, Management and Entrepreneurship)

### Mission and Goals

The TIME Centre at SFU's Harbour Centre Campus is a collaborative initiative involving SFU and many of BC's leading technology businesses. *The Centre's mission is to support research, teaching, and innovation in technology and management by creating long-term partnerships between SFU and technology based businesses.*

*TIME's goals are to:*

- ◆ *advance the University's research capability and enhance its teaching capacity;*
- ◆ *provide timely education and professional development in information technology;*
- ◆ *support BC's technology sector by providing and developing managerial expertise; and,*
- ◆ *act as a gateway to SFU programs and activities and catalyze collaborative R&D projects with technology organizations and to incubate new ventures.*

### SFU Benefits

Creation of the high profile TIME Centre would benefit SFU in a number of ways.

- ◆ The BC technology sector and SFU are a community of common interest. The TIME Centre will advance the University's reputation in this key sector by addressing the critical needs of technology enterprises. TIME demonstrates SFU's commitment and responsiveness to the BC public and private sectors.
- ◆ TIME will provide opportunities to enhance SFU's research capabilities by bringing researchers in contact with industry and government issues and creating long-term research partnerships.
- ◆ Through its partnership with industry and government, TIME will provide the ability to identify opportunities for new undergraduate, graduate, post-baccalaureate, and continuing education courses and programs, and expand SFU's teaching capacity and the diversity of its student population.
- ◆ TIME will generate revenue for SFU well in excess of the incremental costs associated with the TIME Centre.

### Industry Needs

The growth of technology firms is limited by the availability of human talent in both technical and management disciplines. The need for educational support for new employees and the ongoing development of current employees has never been greater. For example, International Data Corp estimates that Canadian corporate education expenditures will grow from \$623m 1998 to \$1.1bn in 2002. The needs to be addressed by TIME are as follows.

- ◆ To sustain successful technology enterprises, technology and management talents are critically needed. Recent technology graduates are in enormous demand especially if they have a complementary understanding of management.

- ◆ Many new employees come from areas that are related, but not identical, to the one in which a company is active. They need to fill these gaps in their backgrounds and refresh their knowledge with new concepts and new techniques.

Business advice and managerial research is needed by technology companies to successfully operate, sustain and grow their companies. Long-term success of businesses involved with information technology is determined to a large extent by innovation and management of change.

To meet this need, TIME plans:

*To be the primary vehicle through which SFU directly supports BC's technology sector.* TIME will work in partnership with industry, business and government to provide the education and research needed to keep knowledge workers current, to manage innovation and change, and to foster entrepreneurship in a competitive and rapidly changing environment.

*To apply scientific and managerial research to support BC industry.* TIME is the centre that will work with business to conduct research and solve technological problems. As well, through consultation and dialogue among members of TIME, research will be focused in areas related to technological innovation and the management of technology.

### **TIME's Activities**

TIME will contribute to the growth of a competitive technology sector in BC by providing educational support, thematically linked research and the development of internet-based courses and forums. For example, TIME will be a gateway to:

- ◆ undergraduate and graduate programs such as the Business Administration's proposed Management of Technology MBA degree - and components of some existing synergistic programs;
- ◆ diploma programs in specific management or technological areas; examples could include the existing Management Skills in Advanced Technology program and the new Object Oriented Technology Programming course;
- ◆ degree conversion/upgrade programs, combinations of existing and customized senior level courses to equip talented degree-holders from various fields for participation in the technology sector;
- ◆ traditional short courses on technical topics, project management, human resources, etc., offered at TIME or at the place of work;
- ◆ an "Innovation Roundtable", i.e. a forum for senior industry executives, government representatives and academics to meet on strategic issues;
- ◆ specific research groups (or individuals from such groups) for example: Centre for Policy Research on Science & Technology, the EXCITE Lab, and the TeleLearning NCE;
- ◆ an incubator consisting of ready-made offices and shared services will allow new companies, joint-ventures, or special projects to be housed on a low risk basis;
- ◆ a business centre which will provide industry people with facilities and services to use on a casual drop-in basis to encourage visits to TIME by the private sector; and,
- ◆ a technology transfer office which will be staffed with business professionals who are both familiar with the needs of industry and the research capabilities and resources of the University in order to facilitate technology transfer and contract research initiatives.

## **Facilities**

TIME will be physically located on the seventh floor of SFU's very successful downtown Harbour Centre Campus. TIME's approximately 24,000 square feet will house offices for a number of SFU's teaching and research groups which are key to fulfilling TIME's mission. The facility includes a policy room, teaching facilities, research labs, seminar, meeting, and break-out rooms, an incubation office area for new ventures or projects, and a business centre. The business centre will provide workstations and informal meeting areas for use by visitors. It will offer communications, mail, copying, and other business services. State of the art internet services and equipment will be employed throughout.

## **SFU Participants**

The anchor participants in TIME will be the Faculty of Business and the Faculty of Applied Sciences (Information Technology Education Centre) each occupying one-third of the space. The remaining area will comprise synergistic groups such as:

- TeleLearning Network of Centres of Excellence
- EXCITE Lab
- Innovation Incubator and Business Centre and University-Industry Liaison Office
- Centre for Policy Research on Science and Technology (CPROST)
- Centre of Experimental and Computational Mathematics (CECM)

TIME will bring together in one place activities which are representative of the depth and diversity of SFU's expertise in technology and in management. Continuing Studies will play a key role in providing infrastructure support for innovative instructional opportunities.

## **TIME's Clients**

TIME's clients will be private and public companies and organizations in the technology industry. TIME will serve not only larger, established companies and government departments, but will pay special attention to Small and Medium sized Enterprises and newly created start-ups. TIME will provide recurrent education for a diverse range of students interested in technology applications and management at many different levels.

## **Timing and Management**

TIME will be operational by September 1999. TIME will be managed by an internal management board and by an external industry advisory board. The management board will initially consist of the Dean of Applied Science, the Dean of Business, and the Director of University-Industry Liaison and will report to the Vice-President, Academic. Space allocations and facility management will be the responsibility of the Executive Director of Harbour Center. TIME's external Advisory Board will give industry input, vision, and track the progress of TIME. It may be appropriate to consider the appointment of an executive director to manage programs and liaise with SFU groups to facilitate partnerships.

## **Financial Considerations**

The TIME facility will add approx. \$500,000 to SFU's annual space costs (based on \$12 per square foot lease rate plus operating costs). An additional \$1 million in leasehold improvements is required. The leasehold improvement cost will be factored into the lease rate and be reduced by corporate contributions or "naming" opportunities for benefactors. (e.g. the Canadian Airlines Business Centre or the T-D Bank Incubation Centre).

The FAS and the FBA will each commit to cover one-third of the total costs of the TIME facility. The remaining one-third will be covered by the Vice President, Academic while other revenues ramp up. For example, the Innovation Incubator and Business Centre will contribute as these are fee-based services provided by TIME. Participants like the Excite Lab have already demonstrated their ability to generate external funding.

The activities made possible by the new TIME facilities will generate additional revenue for SFU in the form of corporate sponsorships, course fees and overhead on sponsored research. It is expected that the revenue increases to SFU will offset the increased operating expenses.

### **Financial Risk to SFU**

The total annual funding that will not be covered by FAS and FBA will be committed by the Vice President, Academic. In the worst case scenario, if the funding opportunities referred to above do not materialize, the space occupied by TIME can be reallocated to the Harbour Centre pool to generate rental revenues. The FAS and FBA programs alone could use the additional space and adequately cover the increased lease costs.

# The TIME Centre:

"Managing innovation and technology through education and entrepreneurship"

