Strategic Planning Breakout Session

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Making the Decision to Create a Strategic Plan
The Three Box Solution
What Ancient Religion Teaches Us

Managing the Fundamentals
- Optimize Resources
- Peak Efficiency
- Clear Goals

Preservation (Vishnu)

Mainstream Successful Experiments

Innovation
- Sustaining
- Disruptive

Removal (Shiva)

Create the Future
- Guided Experiments
- Measured Progress (Not just $)
- Internalize Learning

Creation (Brahma)

Letting Go
- Escape Traps of Past
- Abandon values, attitudes, & Practices that serve current/past But fail the new model

PROTECT From Infection & Non-Goal Evaluation

BRUTAL HONESTY Evaluate Current & Past Organization Elements

Innovation Sustaining Disruptive
Refining the Plan

**VARI 1.0**
- 2014: Testing an idea

**VARI 2.0**
- 2015: Expanding on Success

**VARI 3.0**
- 2017: Focus

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**Strategic Priorities**

1.0
- New CSO
- Outlined plan

2.0
- New Initiatives

3.0
- Big Jump
The Challenge of Moving Forward
Letting Go

OLYMPIC GOLD MEDAL WINNERS IN HIGH JUMP

- **Harry Porter** (1908), 1.905 m
- **Duncan McNaughton** (1932), 1.97 m
- **Valery Brumel** (1964), 2.18 m
- **Charles Austin** (1996), 2.39 m

**Height (m):**
- 2.4
- 2.2
- 2.0
- 1.8
- 1.6

**Techniques:**
- Scissors: 1896
- Western Roll: 1912
- Straddle: 1936
- Fosbury Flop: 1968

**Percentage:**
- 36.6%
- 10.7%
- 9.6%
- 3.4%
- 8.9%
The Process of Moving Forward
Creating the Strategic Plan
VARI 3.0 Strategic Plan
Integration and Alignment

**Alignment with Faculty**
Collaboration with MSU
Great Graduate Students
Alignment with VARI
Alignment & Science Support

**Cores**
**VAIGS**
**Ops**
**Local Hospitals**
Implementing the Strategic Plan
The Rockefeller University
Core Priorities of 2012-2020 Strategic Plan

1. Faculty Recruitment: Identifying Scientists Who Transform Disciplines
2. Graduate and Postdoctoral Education: Training Scientific Leaders of Tomorrow
3. Basic Research Program Development: Enabling Transformative Discoveries
4. Medical Sciences and Biotechnology: Applying Discoveries to Improve Global Human Welfare
5. Optimizing an Environment for Discovery: A Master Space Plan, Campus Enhancements, and a Possible New Research Building
6. The University and New York City: Leading the Biomedical Revolution

Stewardship: Preserving the Culture and Increasing the University's Visibility
VARI 3.0 Strategic Plan
Alignment and Execution

- Cores
  - VARI/MSU Collaborative cores initiative

- VAIGS
  - VARI/VAIGS alignment
  - Great graduate students

- Ops
  - Core consolidation
  - Good to Great
  - Philanthropy
Evolving with the Strategic Plan
## Success Metrics: Alignment of Expectations
### 3.0 Strategic Plan

### Exceptional Science > Gravitational Pull

<table>
<thead>
<tr>
<th></th>
<th>Short Term (0-24 months)</th>
<th>Mid Term (25-60 Months)</th>
<th>Long Term (60+ months)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017</strong></td>
<td>5% +</td>
<td>5% +/ year</td>
<td>Evaluate</td>
</tr>
<tr>
<td><strong>2018</strong></td>
<td>5% +</td>
<td>5% +/ year</td>
<td></td>
</tr>
<tr>
<td>Indirect Costs Recovered</td>
<td>80%</td>
<td>85%</td>
<td>90%</td>
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<td>Core Services Survey</td>
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<td>Active Interventional Clinical Trials</td>
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### Exceptional People

- Junior Faculty Recruitment: 3 (2017) → 7 (2018) → 5 (Long Term) → Grow
- Major New Collaborations (Total/Regional): (7/29) → (8/34) → (8/40) → (10/50)

### Exceptional Support

- Philanthropic Support
- Program/Center Grants
- Training Grants
- Industry Support (SRA/Royalty/Sponsorship)
Strategic Planning Breakout Session

Thank you for attending!