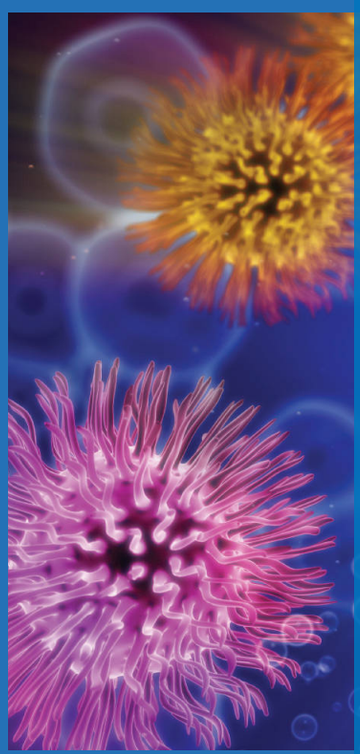
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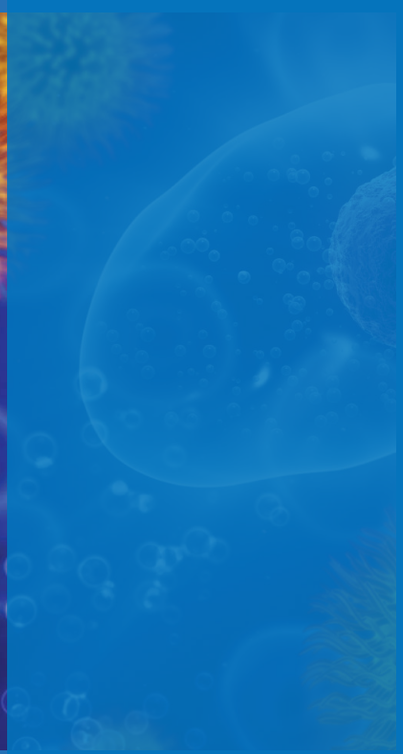
2015 - 2025

STRATEGIC PLAN









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LETTER FROM THE CEO

Executive Summary

The Scripps Research Institute (TSRI) stands at a crossroads in its 50-year history, having just emerged from an intensive 25-year period of rapid growth under the direction of former President Richard Lerner. The Institute now faces new challenges due to external changes that have adversely affected the effectiveness of our research model. Funding rates at the NIH are in a sustained low period, and the major industrial support that was a mainstay of our operations for over 20 years are no longer available. Just over a year ago, I assumed the position of CEO at Scripps with a commitment to developing and implementing a new research model to make the Institute sustainable for the future at an elevated level of research innovation.

The primary focus of the Executive Office is to establish a novel not-for-profit enterprise for research and drug discovery by forming a strategic alliance between a basic research institute and a translational science institute. Calibr is a not-for-profit drug discovery institute that I established in 2012, with a current portfolio of preclinical assets and more than 50 early-stage projects in a wide variety of disease areas, including diabetes, cancer, arthritis and multiple sclerosis. The Board of Trustees from TSRI and Calibr have just approved formation of a strategic alliance between TSRI and Calibr, which results in a unique institution spanning basic and translational research.

The Calibr arm will generate licensing revenues that can be used to both fund basic research and subsequent clinical trials for assets as they move through our pipeline. The Scripps arm will continue to fill this pipeline with basic discoveries, and the drug discovery resources at Calibr will facilitate basic research at Scripps. Together, these two institutions can synergistically achieve what no other not-for-profit institution has achieved: a self-sustaining biomedical research institute primarily funded by licensing revenues.

In addition to the alliance, we are vigorously pursuing philanthropic support for both basic research and a clinical fund to support clinical trials. A major priority for fundraising is to establish an endowment for the remarkable TSRI graduate program. We are seeking a naming opportunity for the graduate school, in addition to support for individual students through endowments.

We are also reorganizing our faculty into departments that reflect our scientific strengths in Chemistry, Immunology, Molecular Medicine, Neurosciences, and Structural Biology. Major features of this plan include bicoastal integration of the faculty hiring plan between our La Jolla, California and Jupiter, Florida campuses, and the formation of interdisciplinary disease-focused Centers in key areas such as cancer biology, aging and addiction.

This is an exciting time to be the leader of TSRI, and we are committed to maintaining TSRI at the forefront of biomedical research. We have a clear path forward that has been developed with input from and collaboration between the faculty, the Executive Team, and the Office of Graduate Studies. There has been campus wide participation in the planning and in self-assessment. It is with much gratitude to the scientists, faculty mentors, post-doctoral fellows, graduate students, staff and community partners who have remained steadfast in delivering and supporting our unparalleled scientific outcomes that I present our 2015 to 2025 strategic plan.

Peter G. Schultz, Ph.D.

President and Chief Executive Officer
The Scripps Research Institute

ENVIRONMENTAL SCAN THROUGH SWOT



Developing and implementing a strategic plan for The Scripps Research Institute requires a thorough understanding of its character and its crown jewel, the Doctoral Program in Chemical and Biological Sciences. Through an environmental scan, TSRI and the Graduate Program had the opportunity to reflect on its mission and character, and to assess the Institute and the program's strengths, weaknesses, opportunities and trends (SWOT) upon which the Graduate Program thrives, responds and prioritizes. The question posed to the TSRI community during this exercise was: how can the Graduate Program maximize its strength, minimize the impact of its weaknesses, evaluate and take advantage of opportunities, and modulate trends and threats to remain a top-ten Graduate Program at the leading edge of innovative graduate education and ground-breaking biomedical research?

During the many meetings with TSRI's administration, faculty, staff and students, the need to define TSRI was always present. The following is a summary of what TSRI is and strives to be.

- The Scripps Research Institute's focus on chemical and biological research places graduate education at the forefront of a global expansion of research leading to biomedical advancements in human health. An unswerving focus on unlocking the answers to the prevention and eradication of disease, pursuing drug discovery, and leading biological and chemical innovation remains a priority.
- Although TSRI's Graduate Program is relatively young, it has a history of achieving excellence. Since 1999, TSRI has maintained a presence on a US News & World Report's top-ten rankings of Graduate Program in both chemistry and biology. These rankings reflect the high esteem in which our peers around the world hold us, and it is a priority to maintain our standing.
- TSRI's ability to bring its sophisticated research findings into the public arena to further advancements in human health and well-being is at the forefront of the institute's mission and its strategic plan. TSRI seeks to maintain its premier scientific strength while building on its connection to community by making science reachable, understandable, relevant and credible.
- TSRI provides unwavering support to and minimizes barriers for its faculty and students, empowering them to lead the world in research, discovery and education.

This exercise resulted in a rethinking of TSRI's mission and the development of a set of strategic priorities that will propel us into the future.



Environmental Scan through Strengths, Weaknesses, Opportunities and Trends (SWOT) Analysis:

Strengths

- International reputation of faculty
- High impact research in chemical and biological sciences
- Highly ranked graduate program
- Successful alumni
- Nimble and responsive to student and postdoctoral fellow needs
- Multi-disciplinary and interdisciplinary research approach
- Critical mass in faculty in two locations (CA and FL)
- Integrated institutional functions across multiple dimensions (patents, human resources, finance, facilities, IT, etc.)

Weaknesses

- Limited funding sources outside NIH
- Underutilization of philanthropic support
- Suboptimal community relations
- Recent period of leadership instability
- High indirect cost rate
- Limited systems investment
- Lack of formalized program for faculty development

Opportunities

- Maintain presence as world leader in chemistry, immunology, molecular medicine, neurosciences and structural biology
- Serve as a model for biomedical graduate education
- Enhance community connectivity via program outreach
- Leverage scientific reputation
- Improve philanthropic support to institute
- Broaden academic collaborations

Trends (Threats)

- Freestanding research model is unique
- Faculty tenure does not guarantee position
- Indirect cost rate is higher than most university rate

THE PROCESS

Phase I: Scan the Environment

Step 1: Assessment & Exploration

- Review vision
- Dissect mission
- Scientific future
- Operational strategies
- Business models
- Financial strategies
- Trends

Who are we?

Step 2: SWOT Analysis

- Strategies
- Weaknesses
- Opportunities
- Threats
- External/Internal analysis
- Key success factors
- Engage stakeholders

Where are we?

Phase II: Define Direction

Step 3: Data Synthesis

- Gap analysis
- Trends seen in data
- Identify themes
- Prioritize interests
- Review best practices
- Draw conclusions
- Core competencies

What does it mean?

Step 4: Strategy Formation

- Determine timing
- Develop budget
- Develop education value proposition
- Communication plan
- Build capacity
- Update mission and value statements

Where do we want to be?

Phase III: Monitor Results

Step 5: Identify Strategies

- Identify priorities
- Develop action plans
- Metrics and targets
- Transformation direction

How will we get there?

Step 6: Implementation & Feedback

- Vision
- Mission
- Measurements
- Continuous Improvement
- Focus energy and resources
- Review and evaluate
- Celebrate milestones

How will we know?



TSRI

MISSION STATEMENT

"TSRI's philosophy emphasizes the creation of basic knowledge in the biosciences for its application in medicine, the pursuit of fundamental scientific advances through interdisciplinary programs and collaborations, and the education and training of researchers preparing to meet the scientific challenges of the future."

STRATEGIC PRIORITIES



1

Broaden Financial Resources and Sustainability

2

Strengthen Faculty and Research Productivity

3

Maintain World-Class Research Facilities with Emerging Technologies

4

Ensure Academic Excellence

5

Enhance Research Environment and Support Services



Broaden Financial Resources and Sustainability

We will create a responsive administrative organization that provides the resources, infrastructure and incentives required to support the Institute's mission of creating basic knowledge, applying research breakthroughs to the advancement of medicine and drug discovery, and educating and training the next generation of scientists. Build a diverse multidimensional network of support ranging from private donors to national foundations, to partnerships with medical and pharmaceutical organizations. Develop a comprehensive campaign focused on raising funds for the Graduate Program, fellowships, professorships and world-class facilities.

Strategies

1. *Coordination with the Philanthropy Department to foster an integrated approach to institutional advancement efforts.*
2. *Develop specific philanthropic goals for endowed chairs, the Graduate Program and strategic partnerships.*
3. *Identify and establish relationships with potential donors who can provide named fellowships and other support for graduate education and postdoctoral training.*
4. *Maintain commitment to provide financial support for the Graduate Program by securing an endowment for the Graduate Program.*

Progress Indicators

Indicator 1: *Total endowment*
Indicator 2: *Number of donors*
Indicator 3: *Private support or planned giving*
Indicator 4: *Named fellowships*
Indicator 5: *Alumni who give to the institution*

STRATEGIC PRIORITIES



Strengthen Faculty and Research Productivity

We will build our scientific strengths in chemistry, structural biology, neuroscience, immunology and molecular medicine. Bolster our efforts to become or preserve a leadership role in these research areas. Encourage new research initiatives both within and across disciplines. Conduct national searches to hire faculty, with an emphasis on diversity, who further strengthen the five research areas and will collaborate to improve human health. Develop comprehensive mentoring and development programs that support and encourage faculty, postdoctoral fellows, graduate students and research staff to advance knowledge and achieve research excellence.

Strategies

1. *Form a strategic planning committee with broad representation from departments and campuses, charged with developing a bicoastal scientific plan for the departments.*
2. *Reorganize faculty into bicoastal departments and centers that highlight the five research areas and foster interdisciplinary collaborations, thus focuses the institute strategically.*
3. *Create hiring plans for all departments, giving priority to recruiting diverse junior faculty and rising stars. Coordinate hires on Florida and California campuses for bicoastal integration.*
4. *Identify research areas in which to strengthen and invest, with new hires, instrumentation and infrastructure.*
5. *Create opportunities for institutional alliances. Host a multi-institute meeting to discuss opportunities for collaboration which could include joint faculty hires, joint foundation grant applications and synergistic use of capital equipment and facilities.*
6. *Explore and develop strategic partnerships that bring significant preclinical and clinical drug discovery and development expertise to bear with research strength. Create a unique translational research effort that advances molecules from the bench into the clinic.*

Progress Indicators

Indicator 1: *New faculty*
Indicator 2: *Demographics of faculty*
Indicator 3: *Faculty development programs*
Indicator 4: *Research and development dollars*
Indicator 5: *Faculty publications and citations*
Indicator 6: *Faculty receiving nationally-recognized awards*



Maintain World-Class Research Facilities with Emerging Technologies

We will evaluate and enhance the shared technology cores and services for the pursuit of cutting-edge research that transforms basic science into medical breakthroughs. Provide infrastructure and campus space that supports research pursuits, educational think tanks, collaboration, work efficiencies, and a progressive atmosphere that inspires innovation, wellness and the pursuit of an unparalleled commitment to research excellence.

Strategies

1. *Increase capital equipment investments. Submit grant applications to support research cores and technology upgrades from large foundations.*
2. *Apply for multi-institute grants for infrastructure, core equipment and key instrumentation.*
3. *Create enhanced opportunities for translating basic discoveries into new medicines*
4. *Conduct a comprehensive space analysis. Review current and future space needs. Reorganize and refurbish existing space to increase efficiency and productivity.*

Progress Indicators

Indicator 1: *Efficient use of laboratory space*
Indicator 2: *Core technologies/facilities*
Indicator 3: *New partnerships and collaborations*
Indicator 4: *Funds received for core facilities*
Indicator 5: *Number of facility grants submitted*

STRATEGIC PRIORITIES



Ensure Academic Excellence

We will strengthen the academic experience and reputation by creating programs that serve the needs and aspirations of the faculty, postdoctoral fellows and students. Enroll a high-quality, diverse student body in order to broaden participation in biomedical research and train a well-educated scientific workforce. Engage postdoctoral fellows and students in their development and success through personalized training experiences. Develop a culture that supports innovation and excellence in teaching and mentoring. Promote international diversity as integral to research excellence. Create a national model for education outreach and community engagement. Cultivate a high-performing culture of organizational integrity, effectiveness, collaboration and fairness that advances academic goals.

Strategies

1. *Develop stronger connections across campus to enhance educational and training opportunities for students and postdoctoral fellows.*
2. *Purse strategic partnerships that provide postdoctoral fellows and graduate student opportunities to work on relevant projects.*
3. *Promote a culture of informed, proactive and strategic career planning for graduate students and postdoctoral fellows.*

Progress Indicators

Indicator 1: *Time-to-degree*
Indicator 2: *Graduation rates (six-year and ten-year rates)*
Indicator 3: *International students*
Indicator 4: *Number of countries represented*
Indicator 5: *Average time in postdoctoral fellowship position*
Indicator 6: *Professional development workshops*
Indicator 7: *Alumni events*



Enhance Research Environment and Support Services

We will undertake a systematic review and reformation of current systems, policies and procedures of the institute's support services to maximize productivity, improve efficiency and best utilize the Institute's resources. Build infrastructure and internal resources in support of research, scholarship and creativity. Develop and implement operational and analytical query software to support data-driven decision-making in space planning and capital project management. Gather understand and respond to attitudes and perceptions from all segments of the campus community to inform future decisions about who we are and how we achieve our mission.

Strategies

1. *Offer opportunities for faculty, postdocs, students and staff to interact and build community*
2. *Send out campus surveys to get feedback on campus climate*
3. *Establish new violence prevention and assistance resources on campus*
4. *Develop and implement data warehouse structure with associated business intelligence tools and break down barriers to the information that can support decisions*
5. *Create and deploy a new website*

Progress Indicators

Indicator 1: *Community events*
Indicator 2: *Updated systems*
Indicator 3: *Updated processes and procedures*
Indicator 4: *Bicoastal activities*



LETTER FROM THE DEAN

Academic Plan

Since establishing The Scripps Research Institute's Doctoral Program in Chemical and Biological Sciences in 1989, there has been an overarching goal to pair scientifically driven students with world-class faculty in a research environment that allows students to thrive and embark on research breakthroughs that impact human health.

The strategic priorities of TSRI's Graduate Program focus on offering research opportunities that challenge students and encourage scientific innovation; strengthen students' scientific writing and verbal communication skills; and prepare students for careers that impact the future direction of science.

TSRI's Graduate Program is uniquely positioned to offer students a learning environment that is not segmented by departmental lines, but rather offers one holistic graduate program that is bicoastally integrated with more than 10 areas of research focus. The curriculum is customizable with course suggestions that are offered, but not required, by areas of research focus.

TSRI faculty, who are the experts in their field, are the course directors who provide students with both didactic- and discussion-based courses that provide the framework on a variety of topics in biomedical research. Courses are taught via a highly integrative approach of discussion-based reviews of research literature coupled with next-experiments ideas, challenging students to think independently and toward future scientific discoveries. Every lecture is given by a specialist in their scientific field.

Science is a field of exploration, creation, self-motivation and contemplation of that which is beyond today's understanding. The Scripps Research Institute's Graduate Program mirrors these attributes by allowing students to grow and develop into young research professionals within an environment that minimizes bureaucratic infrastructure while providing the resources to thrive.

The 2015-2025 Academic Plan was developed to provide a roadmap to articulate areas of focus for ensuring that TSRI's Graduate Program continues to offer and strengthen its world-class doctoral program for training the next generation of well prepared, highly motivated and self-driven young scientists who will drive scientific innovation for the betterment of our world.

James R. Williamson, Ph.D.

Vice President, Academic Affairs
Dean, Graduate and Postdoctoral Studies
The Scripps Research Institute

GRADUATE PROGRAM

MISSION

The Mission *of the Program is to* train *the next* generation of scientists *at the interface of* biological and chemical *sciences for* productive careers *in the global economy.*



Our Values

This is how TSRI Office of Graduate Studies will BE together as they carry out the Graduate Program's mission.

We are UNITED.

- We achieve our best together.
- We value one another's contributions to achieving our vision and mission.
- We embrace diverse backgrounds, styles and ideas, and treat all constituents with respect, dignity and compassion.

We act with INTEGRITY.

- We build trust and confidence in the eyes of our peers and constituents by following through on commitments and decisions. We do what we say we will do and communicate openly when we are faced with obstacles.
- We give and receive feedback with an open, honest mind.
- We listen to gain understanding.
- We are accountable.

We are ENGAGED.

- We are mindful of the impact our actions, words, and behaviors have on others.
- We are aware of our mental and physical health, recognizing when a positive shift is needed.
- We have harmony in our work and personal life and we encourage others to do the same.
- We strive to be at our best, and help others to reach their best.

We are INNOVATIVE.

- We are empowered by the ability to develop new strategies and serve as pioneers of positive, forward thinking.
- We enjoy being a part of and contributing to a community that is built on a foundation of innovation.
- We embrace the challenge of developing novel programs, curricula and systems that bolster and advance the unique academic setting of TSRI.

We have PURPOSE.

- We are inspired and motivated by our team's ability to provide invaluable, substantive support to TSRI laboratories conducting high-impact biomedical research and training the next generation of scientists.
- We aim to be proactive, taking steps to make improvements before improvements are a necessity.
- We are persistent with causes we believe in and in facilitating what we stand for.
- We use our resources to maximize our contributions.
- We approach challenges with an open mind and seek positive solutions that achieve the vision of the Graduate Office and Institute as a whole.

Doctoral Program in Chemical and Biological Sciences

Strategic Priorities

1. Strengthen Academic Experience and Reputation
2. Enroll a High-Quality, Diverse Student Body
3. Engage Students in their Development, Learning and Success
4. Strive for Excellence in Research and Teaching
5. Create a National Model for Educational Outreach and Community Engagement
6. Increase Institutional Effectiveness and Sustainability



Doctoral Program in Chemical and Biological Sciences

Strategic Priorities

PRIORITY 1

Strengthen Academic Experience and Reputation

We will create programs that serve the needs and aspirations of the faculty and students. Raise the national and international visibility of the Graduate Program and the Institute. Minimize the impact of geographical separation of the campuses in the delivery of innovative graduate education. Expand professional development opportunities in response to career trends. Promote interdisciplinary collaborations. Strengthen assessments of student learning, curricula, and program.

Strategies

1. *Improve bicoastal interactions through technology and face-to-face interactions.*
2. *Develop professional development opportunities that mirror alumni career choices.*
3. *Find innovative ways to tell TSRI's story online and via social media.*
4. *Develop comprehensive marketing and branding strategy in collaboration with Communications and Philanthropy Departments.*

Progress Indicators

Indicator 1: *Programs created*
Indicator 2: *Bicoastal interactions either through technology or face-to-face interactions*
Indicator 3: *Strategic partnerships with other universities and institutes*
Indicator 4: *Professional development opportunities*
Indicator 5: *Interdisciplinary collaborations*
Indicator 6: *Assessment strategies and evaluation tools for CLOs and PLOs*
Indicator 7: *Program marketing and branding strategies*

PRIORITY 2

Enroll a High-Quality, Diverse Student Body

We will grow and diversify our student population in order to broaden participation and train a well-educated, diverse scientific workforce. Generate strategies to improve the recruitment and retention of high-achieving underrepresented and underserved students. Foster an environment of mutual respect and tolerance of diverse views, beliefs, and backgrounds.

Strategies

1. *Increase the number and quality of applications, particularly from underrepresented and underserved students.*
2. *Develop relationships with key colleges and universities.*
3. *Increase the number of students who are supported by external fellowships and internal philanthropic funding.*
4. *Purchase software that analyzes our online presence, search engine and website optimization.*

Progress Indicators

Indicator 1: *Demographics of student body*
Indicator 2: *Recruitment and retention strategies of all students, especially underrepresented and underserved students*
Indicator 3: *Students with external fellowships*
Indicator 4: *Inclusive campus community*
Indicator 5: *Recruiting visits to schools*

Doctoral Program in Chemical and Biological Sciences

Strategic Priorities

PRIORITY 3

Engage Students in their Development, Learning and Success

We will offer a unique experience that is centered on student engagement, development, achievement and success. Provide a technologically advanced environment in an effort to support innovation and collaboration in teaching, learning and mentoring. Devise degree plans for students that integrate career and personal development activities with academic milestones. Provide opportunities for student-driven co-curricular activities. Partner with other departments to improve curricula, co-curricular and student support services. Produce graduates who are prepared to lead and excel in the global economy.

Strategies

1. *Develop a comprehensive communication plan that outlines the student's life cycle.*
2. *Implement software that tracks student progression through the program, publications, fellowships and other critical milestones.*
3. *Develop relationship with International Services Office that leads to new ideas, methods and processes to increase productivity and improve efficiency.*
4. *Generate a plan to assess students' knowledge, skills and experiences prior to matriculation*
5. *Design and implement a student wellness program.*

Progress Indicators

Indicator 1: *Time-to-degree*
Indicator 2: *Students' program satisfaction*
Indicator 3: *Employment statistics*
Indicator 4: *Workshops, programs and process and/or system improvements in collaboration with other TSRI departments*
Indicator 5: *Attendance and follow-up of committee meetings*
Indicator 6: *Bicoastal faculty involved in student committee meetings*
Indicator 7: *Student participation in student organizations, coaching programs and other student-driven initiatives*

PRIORITY 4

Strive for Excellence in Research and Teaching

We will attract and retain the best faculty in an effort to enhance our teaching and mentoring. Stress diversity in the hiring of faculty and staff. Encourage faculty development by offering workshops and providing resources. Commit to the highest ethical standards and practices in teaching, research, mentoring, and service. Develop and sustain the physical and technological infrastructure, resources and expertise to support research and scholarly activity. Increase research opportunities and partnerships in order to create knowledge and promote creativity and innovation.

Strategies

1. *Implement a hiring strategy that targets faculty from diverse backgrounds with nationally recognized awards and federal funding, in partnership with Department of Human Resources.*
2. *Develop professional development opportunities for faculty.*
3. *Revamp faculty tenure and promotion process to include education, training and outreach.*
4. *Outline the expectations and responsibilities of faculty in teaching, mentoring and training students.*

Progress Indicators

Indicator 1: *New Graduate Program faculty*
Indicator 2: *Demographics of Graduate Program faculty*
Indicator 3: *Faculty development*
Indicator 4: *Research and development dollars*
Indicator 5: *Faculty publications and citations*
Indicator 6: *Faculty receiving nationally recognized awards*
Indicator 7: *Core technologies*
Indicator 8: *New partnerships and collaborations*

Doctoral Program in Chemical and Biological Sciences

Strategic Priorities

PRIORITY 5

Create a National Model for Educational Outreach and Community Engagement

We will promote science education in the community and engage the community in order to improve educational outcomes. Invest in the next generation of scientists and researchers by supporting and strengthening pipeline programs and inclusion initiatives. Host events and develop tools to engage and connect alumni with each other, current students, and the Institute. Build public awareness of and engagement with on-campus research and educational strengths.

Strategies

1. *Provide an excellent collection of resources for K-12 and undergraduate education.*
2. *Engage alumni in TSRI's future.*
3. *Articulate a clear mission, purpose and vision for the education outreach and community engagement programs.*
4. *Construct program assessment tools to maximize, focus and better align with institutional strategies.*

Progress Indicators

Indicator 1: *Suite of outreach programs, institutional infrastructure and resources*
Indicator 2: *Alumni events and interactions*
Indicator 3: *Community events*
Indicator 4: *Employer relations*
Indicator 5: *Number of participants in programs*

PRIORITY 6

Increase Institutional Effectiveness and Sustainability

We will create and sustain a Graduate Program administrative team that is diverse, engaged and knowledgeable, that interacts closely with the institute administration. Cultivate a high-performing culture of organizational integrity, effectiveness, collaboration and fairness that advances institutional and program goals and aspirations. Increase funding for scholarships, professorships, program activities, and world-class facilities through public, private, and federal dollars. Build capacity and infrastructure to respond to needs of faculty, scientists, staff, and students. Integrate data and assessment into planning and resource allocation process.

Strategies

1. *Develop and implement a comprehensive campus-wide data warehouse.*
2. *Generate a campaign to fully endow the Graduate Program.*
3. *Implement training opportunities for Graduate Program staff.*
4. *Research best practices in customer service models within higher education and develop a support model that is collaborative and flexible.*

Progress Indicators

Indicator 1: *Funding sources or strategy*
Indicator 2: *Employee training, productivity and satisfaction*
Indicator 3: *Program improvement strategies*
Indicator 4: *Infrastructure, funding and staffing needs*
Indicator 5: *Plans for how data and assessment is being used in various aspects of planning*

ACKNOWLEDGEMENTS

Strategic Planning Oversight Committee

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"Science is hard. You must seek out a problem that you are *passionate* about.

Learn how to be rigorous.

Learn how to *communicate* and tell the world about your work.

Reach out across different fields and disciplines.

Study breadth and depth to be prepared."

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