

Flip Chart Notes from the Faculty and Research Session – March 30, 2012

Discussion Topic #1 – Faculty and Research

Facilitator: Lance Collins, Dean of Engineering

- **What is your best or worst experience with a multi-site organization, merger or expansion site? What characteristics, processes, etc. were critical to making it happen well?**
 - Worst:
 - Cultural and political discontinuity overlap in individual professional objectives that compete.
 - Inconsistent budget views, unwillingness to cross boundaries, inability to align long-term objectives. (Justin Rattner)
 - Best:
 - Having the new leader(s) spend “quality-time” (3-6 mos.) at the parent org to learn culture and build his/her network. (Justin Rattner)
 - Most of the corporate JV’s I’ve worked with or watched have failed, as have most acquisitions (examples on request). I would let CNYC grow on it’s own w/o much interference from Ithaca. (Bob Shaw)
 - Bad:
 - Mismatched expectations of partner organizations (despite immense agreement document in advance). (Sarah Fischell).
 - Good:
 - Let start-up organization be alone and adversarial for awhile – then rebuild collaboration. (Sara Fischell)
 - Systematic and continual exchange of people (faculty). (James Wrightson)
 - IT systems that enable collaboration at over distances. (James Wrightson)
 - Projects (R&D or commercialization) that are multi-site – Ithaca and NYC. (James Wrightson)
 - Common management for both sites. (James Wrightson)
 - A management model that reinforces inter-site collaboration and not inter-site competition, e.g., not site-based, but “intellectual flow” based.
 - Common core values, well organized organizational interaction at multiple levels.

- Critical need to communicate frequently, unedited, and passionately. (DS - Duane Stiller or Dan Simpkins?)
- Can't try to duplicate ANYTHING! This is not a merger – it is a STARTUP! (DS - Duane Stiller or Dan Simpkins?)
- For corp. mergers and JVs, having shared (common) objectives is critical to success. In this case, appears to be different objectives between campuses. Need to address this. (Jay Carter)
- (Let's get some stories going). (Sarah Fischell)
- Good:
 - Right people
 - Enough \$
 - Strong (but flexible) vision/mission. (Sarah Fischell)
- Not the same thing. There is no existing NYC organization. Should be easier than a merger! (John Swanson)
- Establish some for the interlocking advisory councils/governance bodies between 2 campuses. (Jay Carter)
- Good results with clear strategy and differentiated objectives for different locations. (Bill Shreve)

Discussion Topic #1 – Faculty and Research

Facilitator: Lance Collins, Dean of Engineering

- **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?**
 - Understand the differences in IP issues.
 - Industry won't want to pay twice.
 - Industry wants the IP their people generate protected/owned by themselves (not Cornell). (Bill Shreve)
 - Large and small companies need someone at Cornell/Technion that is concerned about the success of commercial ventures, not IP ownership. Success create value that can then be shared. (Bill Shreve)
 - I think IP policy is the key. The IP produced here should recognize the source, but be available with no (little) inertia (free). (John Swanson)
 - Frequent interactions (e.g., formal & informal). (John Swanson)
 - “Forced” collaborations (joint activities in research, education & commercialization).
 - Consistent policies applied at both campuses.
 - Not clear that there is any culture to translate since Tech campus will likely not be staffed from either existing campus. Therefore, need to articulate all elements of new desired culture and then hire to this criteria.
 - Be explicit about the core values that must be resident on both campuses. Then create policies/processes/incentives that reinforce these core values.
 - But don't make all values, core or common (distinguish). (James Wrightson)
 - Trying to maintain 2 separate cultures may be a mistake over time, rather, one has to allow change in Ithaca to occur because of Tech campus and vice versa.
 - Articulate and document the characteristics of the new culture you want to create. Design/implement formal and informal processes that reinforce the desired culture, e.g., tell legends & honor heroes of the new culture.
 - Have a great “phonebook”. Three “phone calls” to the expert (who will talk to you) at Cornell, Technion, NY campus.

- There is no culture yet at CNYC so let it evolve as it will. Don't try to replicate Ithaca there – that will be hopeless. (DS - Dan Simpkins or Duane Stiller ?)
- People will come together if you force it by establishing collaborate grants explicitly focused on this interaction with close monitoring of effectiveness.
- Define how commercialization will or will not affect promotion decisions for faculty. (Joe Bonventre)

Discussion Topic #1 – Faculty and Research

Facilitator: Lance Collins, Dean of Engineering

- **How do we ensure the campuses complement and don't compete (in unhealthy ways)?**
 - There should be healthy competition – take advantage of the “disruptive technology”. If center of gravity of Cornell moves toward NYC, over the years this may be great for university and Ithaca campus. (Joe Bonventre)
 - Start by defining success for each campus and the way you’ll measure that success. (Justin Rattner)
 - Value the difference and encourage local optimization. (Justin Rattner)
 - Reward and recognize the success in unique ways. (Justin Rattner)
 - I would set up CNYC as a “skunk works”. Let it grow and evolve as the leadership on site and the people they hire that they feel make the most sense within very broad “mission/vision” guidelines. Don’t worry too much about competition. (Bob Shaw)
 - If campuses work in same fields, they will compete. You need to provide mechanisms to recognize competition and intentionally endorse difference, competing approaches or force them to work together as one team. The latter will not work in the academic environment. (Bill Shreve)
 - The three hubs in the proposal were chosen because they would resonate with New York City management, but the ideas stem from the work of professors in Ithaca. If they don’t go to NYC, they will compete.

Hiring Policy

- Re. comment emphasis is on external hiring to give cultural freedom. (John Swanson).
- Need process to assure that the 2 campuses do not compete for: faculty, students, donors + angel + VC investors. (Jay Carter)
- 1+2 very few from Ithaca at first. But need to have frequent semester-long exchanges. Somehow need to share successes → in Ithaca leads to reward in N.Y. + visa versa. (Ken Arnold)
- Create situations where sites are mutually dependent for the success of the outcome.

- Competition at same level is okay. The trick is to harness it. There needs to be a well-organized plan that brings the “people” together to create sense of the whole.

Discussion Topic #1 – Faculty and Research

Facilitator: Lance Collins, Dean of Engineering

- **How do we maximize the benefits of the partnership with the Technion while minimizing the risks inherent in marrying the two institutions?**
 - Recognize that NYC is not a level playing field. Cornell will, for awhile, have “home-field advantage” ... Institute counter measures that enable Technion to be a “full partner”.
 - The Technion is based on a very different cultural dynamic. Build a platform on their strengths and by definition you will ensure they are bought into what Cornell wants to achieve.
 - Get an associate director from the Technion on Dan’s staff ASAP. (Bill Shreve)
 - I would develop CNYC as an entirely independent organization and let Ithaca and Technion interact with it as individuals in these campuses. Find it in their interest to do so. (Bob Shaw)
 - Be open minded and constantly ask Technion people how they do things re. Tech commercialization and seek ways to bring to NYC environment. (Jay Carter)
 - Prepare yourself for the “tank commanders” – a level of direct confrontation that must be experienced. (Justin Rattner)
 - Focus on hiring focused people from the outside that can hold their ground with Technion. (Brian Kushner)
 - I think Technion will experience a culture shock in trying to commercialize in the U.S. (John Swanson)
 - Sam Fleming and Dick Aubrecht (in absentia):
 - Our experience establishing successful new ventures outside the mother ship suggests critical initial decisions must be made re.
 - What culture must you establish at outset? How best to do it and
 - How will new entity be governed for success, e.g., a trustee task force has been formed re. NYC campus – what is their charge? Role in governance, etc.

Flip Chart Notes from the Innovation and Commercialization in NYC Session – March 30, 2012

Discussion Topic #2 – Innovation and Commercialization in NYC

Facilitator: Rajit Manohar, Associate Dean for Research and Graduate Studies

- **Based on Rajit's update, are the proposed practices sufficient to ensure the success of the NYC Campus? What further steps can we take to be sure to build a culture in NYC that is entrepreneurial? Have we missed anything?**
 - Active sharing among entrepreneurs – create the equivalent of the Silicon Valley coffee shop. (Bill Shreve)
 - Use copyright/patent in open-source model. (John Swanson)
 - Recognize that IP is only a tiny part of commercialization (don't stress over IP, judge by results). (John Swanson)
 - No! We need to keep trying things, experimenting until it is clear that spin-outs, carve outs, industry interactive, etc., etc., are running smoothly and that the "customers" are happy. We must measure and pay attention to "customer" satisfaction with the process and the results. (Bob Shaw)
 - Provide the space for the startup in the university space. Include admin. Support, IT support, finance support. Help build the business until it can stand on its own with outside (VC) funding. (Bill Shreve)
 - Establish frequent conferences or other meetings that bring entrepreneurs to campus.
 - Choose appropriate measures of success and compensate those responsible, e.g., CCTEC, for attaining success.
 - Need some mechanism to bring potential customer needs/wants/desires into the mix and ability to test research concepts w/customers. (Jay Carter)
 - NY campus needs great commercialization policy (e.g. things Rajit mentioned) ... but Rajit's suggestions do not seem collaborative/flexible enough. (E.g., not as flexible as typical startup.) Also NY campus needs very different career path options.

Discussion Topic #2 – Innovation and Commercialization in NYC

Facilitator: Rajit Manohar, Associate Dean for Research and Graduate Studies

- **In your companies, how do you ensure that good ideas see the light of day?**
 - Set up innovation funds: create a formal process for review of ideas. Honor failure (3M example). (Bob Shaw)
 - Set up a spot award fund similar to the above. Also set up anonymous input mechanisms. Review process open and transparent. Make a show of rewarding a good idea. (Brian Kushner)
 - How do you define “good ideas”? (Brian Kushner)
 - The best way to get good ideas to percolate to top is to “listen”. Ideas aren’t good unless they address an actionable need. Must look to management/staff to help filter and separate wheat from chaff but beauty is in eye of beholder so use “VC” process to vet ideas. If an originator is passionate their idea will be pursued to a logical conclusion. (Dan Simpkins)
 - Imagine what success looks like: would there be any product/market interest. Weeds out a lot of “good ideas” that have no commercial value. (Justin Rattner)
 - Spend 50¢ of every research dollar on known business needs. Other 50¢ on blue sky stuff subject to #1 above. (Justin Rattner)
 - There will be too many ideas. Need process for prioritization (VC role) and selection of most promising ideas. Must be needs driven. Presence of industrial partner of target group to fund commercialization might be keys. (Bill Shreve).
 - Two factors tend to foster the origination of commercial concept in my company:
 1. Connection/understanding of needs/market requirements. We use various techniques to enhance this awareness.
 2. Many concepts originate at the intersection of disciplines – we use collaboration venues to facilitate this. (James Wrightson)
 - Have innovation workshops to highlight promising ideas. Audience, VCs and angel investors.
 - All winning ideas have three main components:
 1. They address a real need and the mkt window for the need is known and is practical.

2. They are based on a foundation of technical or business distinction (they have strong competitive edge).
 3. They are pursued by people who have the competency to execute. (Dan Simpkins)
- Develop “startup idea competitions” with prizes being VC money. One member of team has to have connection with Cornell. Publicize throughout NYC and Ithaca.

Discussion Topic #2 – Innovation and Commercialization in NYC

Facilitator: Rajit Manohar, Associate Dean for Research and Graduate Studies

- **How do we leverage the NYC campus to increase commercialization in Ithaca?**
 - If there are great successes in CYNIC, then the pressure to replicate the process in Ithaca will be unstoppable. (Bob Shaw)
 - Will there be formal interactions with either the Johnson School or other national or NYC biz schools?
 - Most commercialization has business focus and also funding focus. Are there NY State incentives to bring capital to Ithaca?
 - Find vehicles to encourage partnerships between faculty in NYC and Ithaca, where both talents are needed for success (Jim Becker)
 - See stage funds open to both campuses.
 - It's the wrong question. Right question is what can NYC campus do to increase commercialization of Ithaca ideas.
 - Over time develop best practices from Tech campus and share w/Ithaca.

Discussion Topic #2 – Innovation and Commercialization in NYC

Facilitator: Rajit Manohar, Associate Dean for Research and Graduate Studies

- **How do we take advantage of the partnership with the Technion to bring their innovation culture to NYC and Ithaca?**
 - ? Brand as “Cornell-Technion Innovation Campus”. Work on lowering barriers to participation by Tech/innovation community in NY. Have interactive weekends/week activities/routine open seminars. ? Jump start publicity with Google/Facebook, etc. (Joe Bonventre)
 - Build prof. networks between/among all 3 locations (+WCMC?). (Joe Bonventre)
 - Need to build a bridge to the American Technion Society and let them help us with bridging the huge cultural gap. “Collaborative” and “Israeli culture” do not go together. (Ken Arnold)
 - Listen carefully to Technion, don’t let our preconceived notions of “the right way” become “the only way”. Also, honor: reward innovations that lead to commercial success in Israel and other places. (Bob Shaw).

Notes from Marketing and Communications Session – March 30, 2012

Facilitator: Dawn McWilliams, College of Engineering Director of Marketing and Communications

Enhancing the Cornell Brand

1. What is the Cornell brand?

- Discussion of a good brand. Discussed Stanford. They have a good brand. Brand is like a piggy bank. Value to customers, must prove it.
- What is Stanford's brand? Reputation, scholar athlete, produced great research, measured by grants, citations, in public eye. Promoted company creation.
- How did Stanford build the brand?
 - Stanford, they instilled they were the source of great companies. Had to overcome party school image in the early days. Stanford Industrial park helped.
 - Silicon Valley existed, Stanford deliberately capitalized on this. 1954 Silicon was used in the electronics industry.
- Cornell does NOT have a party school reputation.
- Understand your value proposition. Don't compare to the competition's, it is a waste of time (Dan Simpkins)

What is the Cornell COE brand: We reviewed a Statement that was created 6 years ago...to see if it is still valid....in some ways it is...but other ideas emerged, that need to be researched and tested.

- *The College of Engineering, working in close partnership with the world-class resources of Cornell University, pioneered and continues to advance a new paradigm—in which faculty, students and graduates apply the process of engineering to actively harness the perspectives and expertise of multiple disciplines.*
 - *Identify solutions where others see barriers*
 - *To produce clarity from complexity*
 - *To create world shaping innovations and drive relevant discovery.*
 - *To prepare a new generation of leaders to think across disciplines in a rapidly changing world.*

Ideas from ECC Members about what the COE brand is:

Entrepreneurial level like no other (see Raff example) Geographic challenges, not visible.

4-5 key points must be told for each brand story, and it must be consistent.

- Best and brightest
- Broad global reach
- Unique
- Entrepreneurial like no other
- Undergrad interaction
- Involvement with brilliance
- Deep research throughout.
- Validation of research

Cornell Brand/COE brand specific (this is as important as having people be aware of us....why?)

- We must show how we are unique because...there are many audiences....
- Improve yield w/students, it can be product specific.
- Raising visibility of the College
- 1 in 8 looking for a job...graduate students...we need Companies to be aware of us and why they should hire our students.
- Providing conferences in our fields can increase awareness and specific research knowledge for our depts. (it makes you the center of the expertise, no matter where the experts come from. NYC may help us with this. We could have the conferences there. Maybe even on commercialization.

Brand means something different to different constituents.

- Need to tweak the messaging to relate to each audience, whether it is students, companies, media etc. consciously approach each differently.
- Revisit the existing message. Need to do more research here.
 - Needs to be less wordy
 - Follow the process that Media logic used before.
 - More focus
 - World we are opening in has changed in the last 6 years.
 - Education, connected for life, what is that value?

Brand Examples: One from Cornell, one from another company experience.

Kiva Examples: Lance discussed Raff D'Andrea and his co-founding of Kiva Systems (recently bought by Amazon)

- Pure Cornell story: Theoretical, deep research, propelled outward.
- Brilliant person in Raff.
- He interacted with Undergrads at a high level.
- Where else do you get this? At Cornell COE!
- Created Robocup club around 2000 and ran it for 6 years. No longer going.
- He was hired for a different reason.
- Everyone told him the club was a bad idea. He did it anyway. He is an individual entrepreneur.
- Soccer using autonomous robots.
- Manifest theoretical ideas. Distributed controls, human like.
- Kiva was created. Moves inventory without human intervention.
- Raff discovered Systems Engineering in the process. What he discovered in the process he didn't plan. He was thrilled. Raff credits Al George, uniquely Cornell aspect, he didn't do it on his own, collaborated.
- Why was Amazon interested in buying Kiva for \$775 million? The new warehouses are driven using the autonomous moving robots to move product down a line for packing and shipping.

How do we take advantage of the Kiva story?

- Boston company, MIT pushing it as their start up.
- Need to write up Cornell message. Show how it is our own. Unique to Cornell.

Dynamic Ecosystem of marketing a brand.

- Media, Coordination, National possibilities
- Promotion of inception of ideas or companies, commercialization, not conclusion, clear path
- Manage media along the way
- We can support not only successes but failures (we don't know they are failures at the beginning.)

Arthur D. Little Example (from ECC member)

- No one remembers the content when the ads were run many years ago, but you remember the name.
- Cornell associated with things happening
- Example: Science and technology Education support from Intel. No one knows that. McArthur Foundation was on NPR. Intel did ad on NPR. Great success.

How do we get hundreds of these examples/stories for Cornell?

- Need early information
- Leverage Alumni
- What is brand about? Cornell being known? Or just keeping it in front of people?
- Lance mentioned having a unique US story volume.

Additional alternative view: And a very good one!

- It's not about mass messaging
- Content important
- Need overall marketing plan
- Continuous engagement
- Consistent way of telling the story to reinforce the message
- Look to alumni for stories
- Discuss companies that are not associated with Cornell. And make a connection
- Entrepreneurial: help alumni gain press by asking them to note Cornell in their stories/press releases, and we will do the same.
- Discuss heroes and legends.
- Reinforce key messages.
- At the end of the alumni magazine, ask for contributed stories.

ECC is looking for more information about what is happening among the faculty and alumni as well as ECC. More internal communication. (faculty awards, alumni accomplishments, ECC accomplishments.) Maybe add ECC to the Information Update.

Social Media Ideas:

- We should exploit social media! Put in coordination plan.
- Unique: invention engine in the boondocks.
- Appealing: take advantage of this. (see Joel Stein article)
- Unusual...forefront of technology with cows around!
- Capitalize on this.
- Science magazines; shared dual career professorships, leverage these
- Human interest stories, leverage these
- Should be in WSJ or WSJ.com (.com Pioneer, appeals to young people)
- Target appropriate journalists connected/network. World class experts to quote helps them, also send photos and video when possible.

Sponsor and or create first ever conference or media with the COE.

- Talked about ENGINE, held March 29, 2012 at the Cornell Club. 16 top media in NYC meeting with Cornell press people, COE and other colleagues. Very successful event sponsored by COE. Also discussed social media with some experts there. They said send video...if it moves, it should be in video. Quality of video not that critical.

2. How do we take advantage of the new Cornell NYC Tech campus to improve the COE brand?

- Telling many different stories
- Media paying attention n NOW
- Keep creating news: new evolutions
- Connect to writers of influence, they care
- Last as long as Bloomberg is interested and NYC is behind us (Legacy of City and the Mayor.
- Series of announcements this year, planning and timing
- Validation of why Cornell got this.
- What is going on now?
- What is Cornell, from where?
- Elevator Speech: Why is Cornell in Ithaca?
- Center of the media works, we need to embrace that now.
- Focus all of the attention on NYC, but let them learn also about Cornell in Ithaca.

One CEE member opinion:

- NY Times; John Marcoff:
- It is a regional story only...lets see bulldozers on the ground.
- With results there will be national and international stories.
- Keep telling Cornell/Ithaca stories in the meantime.

Justin Rattner (Intel) comments:

- Does Dan H. have a Twitter acct.? He should
- Alumni, NYC residents
- Story for 5 years, at least
- Audience is not John Marcoff perhaps.
- Blog, keep it up to date frequently.
- Facebook, show evolution and timeline
- Pinterest shows evolution of the site
- Huffington Blog posts: CEOs forget what was written.
- Twitter: One sentence at a time/ How to create a campus from scratch...Dan would be the moderator.
- Easier to do every week: Cornell name
- Note a deal
- Don't distinguish which campus
- Alumni Accomplishments
- Get Cornell out there.
- Get connected the to the media hub
- Ask faculty "don't let best be the enemy of good>"
- Get followers now, start doing it now.
- Don't worry about good/best priority
- Keep people reading?
- Student interns can comb through
- Poll ECC: what is going on with you? Pull it.
- Cornell ambassadors programs doing this.
- Every 4th post can be a student post.
- 15 blogs per day: Scroll, scan each day/ Cornell twice a week.
- Cornell n Twitter, is fairly infrequent...need to be more.
- Press tour: Met them where they are
- In their face
- Regular rotation

- Short attention span, (the media)
- Provide examples, like the Robocup video with the Kiva video to show evolution. Warehouse view of the new world.

Thanks for all the wonderful ideas! Please send additional ideas to Dawn McWilliams <dsm263@cornell.edu>.