

Faculty Senate

Provost's Report
February 10, 2016

1. Update on the Provost's Governance
and Working Committees

2. College of Business: Vision, Rational,
and Process

Provost's Governance and Working Committees

- Administrative & Support Costs
- Strategic Capital Planning
- Academic Technology & Online Learning
- Public & Global Activities
- Admissions & Financial Aid
- Curriculum Oversight
 - Common Curricular Elements
 - Governance, College Processes
 - Access to Gateway Courses

Admissions & Financial Aid Working Group

- Analyzed Cornell's international undergraduate admissions and financial aid processes relative to peers and recommended changing to need-aware admissions.
- Analyzed Cornell's approach to undocumented immigrants' applications and financial aid and recommended changing to consider applicants with DACA status (Deferred Action for Childhood Arrivals) in the same applicant/aid pool as U.S. citizens and permanent residents.

Curriculum Oversight Committee

- A. Common Curricular Elements Subcommittee: recommending common academic experience and whether there should be shared educational requirements across all colleges
- B. Governance, College Processes Subcommittee: ensuring curricular offerings are not duplicative and new offerings are launched to fulfill educational goals rather than to compete for tuition revenue
- C. Access to Gateway Courses: determining if students are having difficulties enrolling in required courses and proposing strategies for alleviating the problems

Common Curricular Elements Subcommittee

Glenn Altschuler, Dean, Continuing Education & Summer Sessions

Yamini Bhandari, ILR Student, Student-elected Trustee

*Ross Brann, Professor, Near Eastern Studies, University Faculty
Committee

Carlton Burrell, ILR Student, Black Students United Member

Abby Cohn, Professor, Linguistics

Salah Hassan, Professor, History of Art and Africana Studies

Kent Kleinman, Dean, Architecture, Art & Planning

Ryan Lombardi, Vice President, Student & Campus Life

Mitch McBride, A&S Student, Student Assembly Member

Gretchen Ritter, Dean, College of Arts & Sciences

John Siliciano, Senior Vice Provost for Academic Affairs

Paul Soloway, Professor, Nutritional Sciences, Academic Freedom &
Professional Status of the Faculty

Julia Thom-Levy, Associate Professor, Physics

*chair of the subcommittee

Governance, College Processes Subcommittee

Kathryn Boor, Dean, College of Agriculture & Life Sciences

David Delchamps, Associate Professor, Electrical & Computer Engineering,
Educational Policies Committee and Distance Learning Committee

Mike Fontaine, Associate Professor, Classics, Acting Dean of the Faculty,
Educational Policies Committee, University Faculty Committee

Gabe Kaufman, ILR Student, Student Assembly Member

David Pizarro, Associate Professor, Psychology, University Faculty
Committee

David Sherwyn, Professor, School of Hotel Administration

John Siliciano, Senior Vice Provost for Academic Affairs

*Ron Harris-Warrick, Professor, Neurobiology & Behavior, Educational
Policies Committee

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*chair of the subcommittee

Access to Gateway Courses Subcommittee

Beth Ahner, Professor, Biological & Environmental Engineering, CALS
Associate Dean

Avery August, Professor, Microbiology & Immunology

Pat Cassano, Associate Professor, Nutritional Science, Educational
Policies Committee

Barb Knuth, Senior Vice Provost and Dean of the Graduate School

Amy McCune, Professor, Ecology & Evolutionary Biology, Financial Policies
Committee

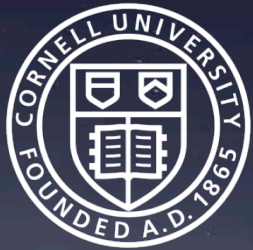
*Chris Ober, Professor, Materials Science & Engineering

Pam Tolbert, Professor, ILR, Educational Policies Committee

Marty Wells, Professor, ILR and Computing and Information Sciences

Mariana Wolfner, Professor, Molecular Biology & Genetics, Faculty-elected
Trustee

*chair of the subcommittee



College of Business

Vision, Rationale, and Process

Faculty Senate

February 10, 2016

Provost Michael I. Kotlikoff

The Cornell College of Business (CCB)

- A unified College of Business consisting of:
 - School of Hotel Administration**
 - C. H. Dyson School of Applied Economics and Management**
 - S. C. Johnson Graduate School of Management**
- Schools maintain unique identity and focus, but faculties are integrated academically and CCB Dean responsible for overall budget management
- Dyson is a shared School within CCB and CALS

Vision

Increased Excellence, Influence, and Visibility to benefit Cornell students and faculty

- Attract the strongest faculty and students and catalyze their interactions
- Innovate to meet future challenges
- Enhance collaborative programs amongst Cornell's Colleges, Cornell Tech, Weill Cornell, and with global partners
- Raise the awareness of Cornell's business schools through unified marketing

Vision

The Business School of the Future:

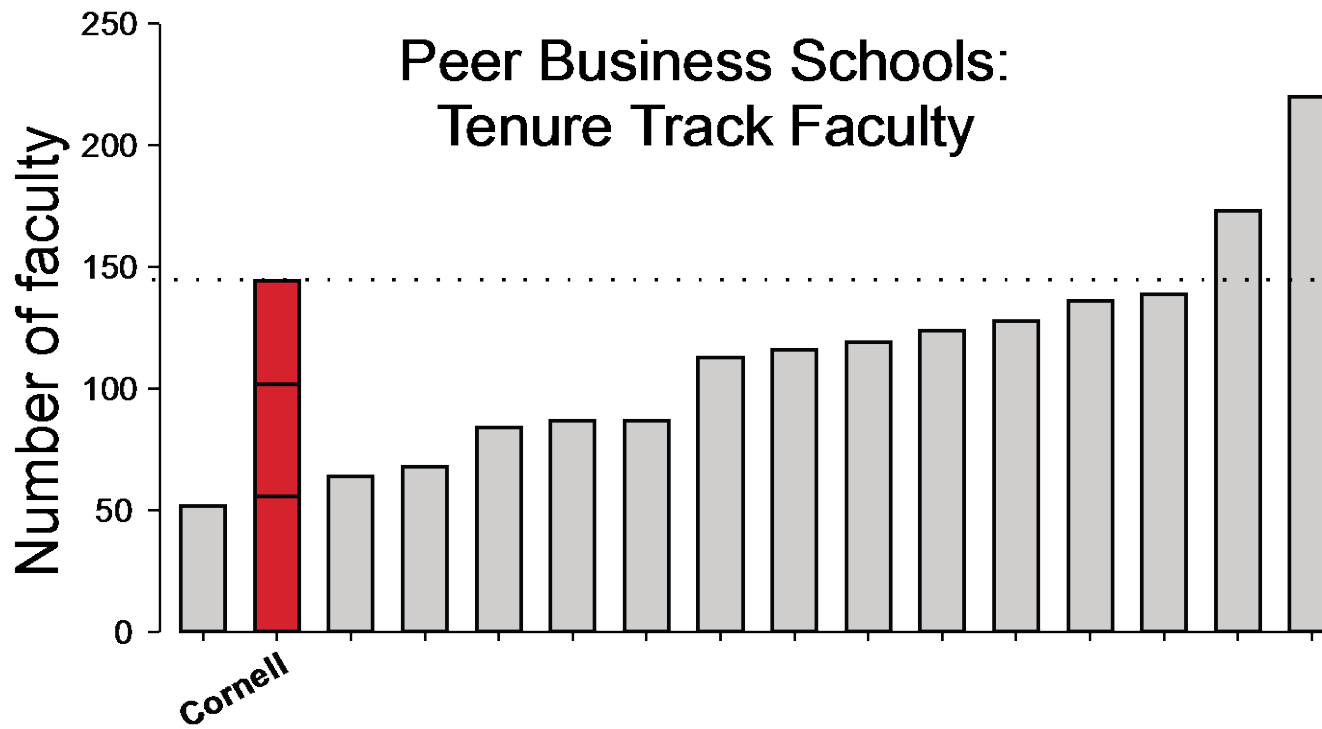
- Deep expertise and engagement in three of the world's largest industries – food, hospitality, and technology
- Research focus on the world's major challenges – sustainability, shared prosperity, wealth imbalance
- Combine practical knowledge and operations training with the most sophisticated financial education
- Prepare students for a world of constant technological innovation and disruption

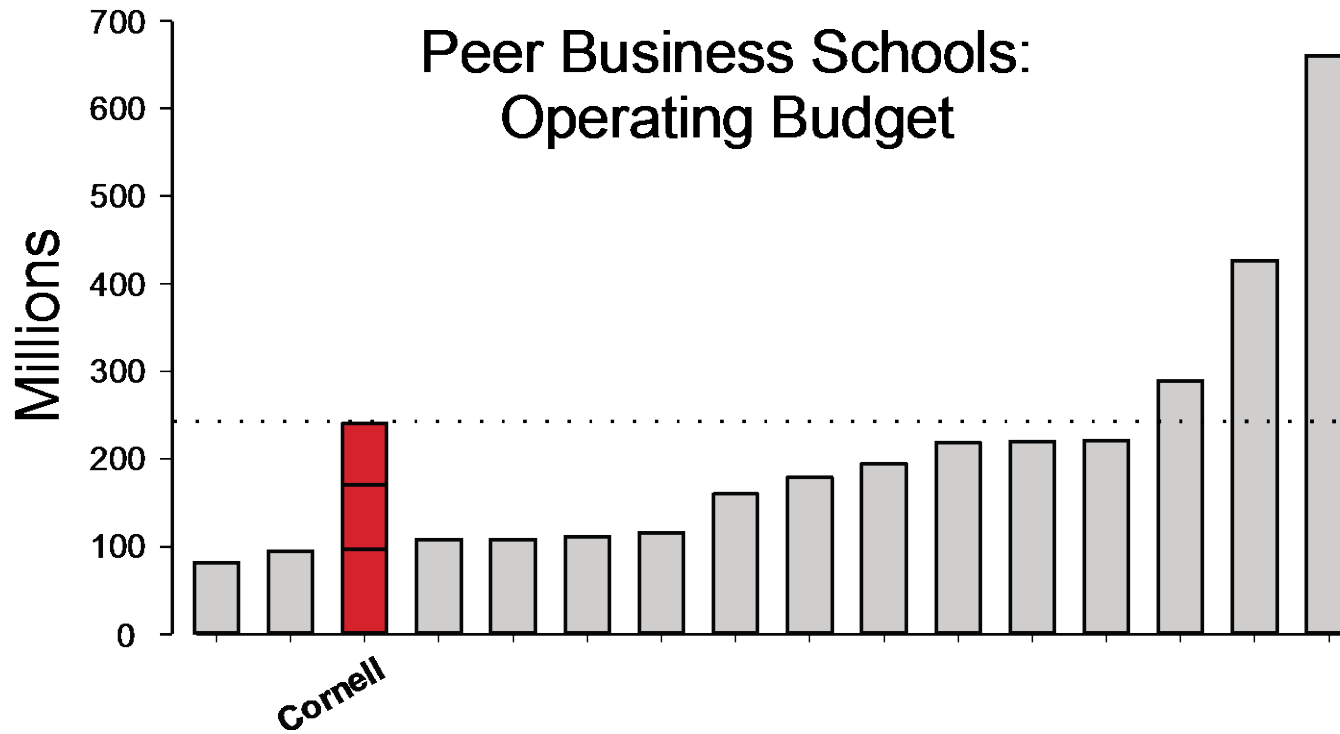
Past Analyses of Business Program Fragmentation

- 1) November 2009: Management Task Force Faculty committee
- 2) December 2010: Business at Cornell Task Force
- 3) May 2010: A Strategic Plan: Cornell at its Sesquicentennial
- 4) September 2011: University-wide Business Minor; Sub-committee of Business at Cornell
- 5) 2013-2014 AACSB Accreditation Report
- 6) September 2013: Business, Management and Economics at Cornell; White Paper for Discussion by the Board of Trustees
- 7) March 2014: King-Shaw proposal following retreat

Where we are now

1. Three small accredited programs (45-60 faculty)
(Wharton is 220 and Harvard is 173)
2. Each must meet general business accreditation requirements (finance, accounting, marketing, etc.), as well as research and outreach missions
3. Limited visibility among top business programs
4. Schools address own needs without considering common problems and opportunities
5. Tuition flow influences student access to courses
6. Difficult to mount common programs (Cornell Tech, entrepreneurship, global partnerships)
7. Graduate programs redundant with overlapping administration and resource constraints





Dyson Relative to Median of Top 10 Undergraduate only Business Programs (BW and US News)

% Faculty

• Marketing	57%
• Finance	29%
• Accounting (no PhD's)	25%
• Management	16%

% Operating Budget	34%
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% Endowment	34%
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(Carnegie Mellon, Emory, Wash. U., UNC, Virginia, Georgetown, Notre Dame, Indiana U., Michigan)

Benefits for Cornell

- Business Colleges in the modern university drive collaborations essential to the application of new knowledge and ideas for society's benefit
- Students are increasingly drawn to dynamic areas of the economy and require easy access to business disciplines
- The CCB will immediately be a top 10 business school in terms of scale and impact, with 145 research faculty and nearly 2,900 undergraduate, professional, and graduate students
- Enhance cross-disciplinary research and grow national and international influence of faculty scholarship
- Leverage the University's current investments and enable new collaborative program development

Benefits to Schools

- 1) Enhanced faculty and student interactions
- 2) Faculty recruitment improved and made more strategic
- 3) Expanded opportunities for joint graduate, professional, and executive education programs
- 4) Expanded participation in Cornell Tech
- 5) Ability to launch larger and more impactful global programs with collaborators
- 6) Shared support services and administrative expertise

Why Now?

- Cornell now has three accredited business programs (SHA has moved progressively toward a business school model)
- Transition in SHA and Dyson leadership
- Current leadership capacity
- President and Provost committed to undertake difficult organizational changes to enhance Cornell's programs

What Are the Risks?

- Damage to CALS?
- Merger will damage Dyson and SHA ranking?
- Loss of identity and focus?
- Long term alumni disaffection?
- Adding bureaucracy?
- Injury to faculty governance process?

Mitigation Strategies

- Schools will be led by their own dean
- Schools will maintain own faculty
- Schools will manage admissions
- School faculties will determine the curriculum
- Each school's faculty will be engaged in the selection of the next dean of the school
- Each school's faculty are represented by a faculty member in the leadership of the new Cornell College of Business
- Gifts designated to each school will continue to benefit the school
- Formation of the new College will not financially damage CALS
- Statler Hall will remain home to SHA, with the Statler Hotel continuing to function as a living “management laboratory”
- Each school will continue to run their own alumni organizations

Staged Process

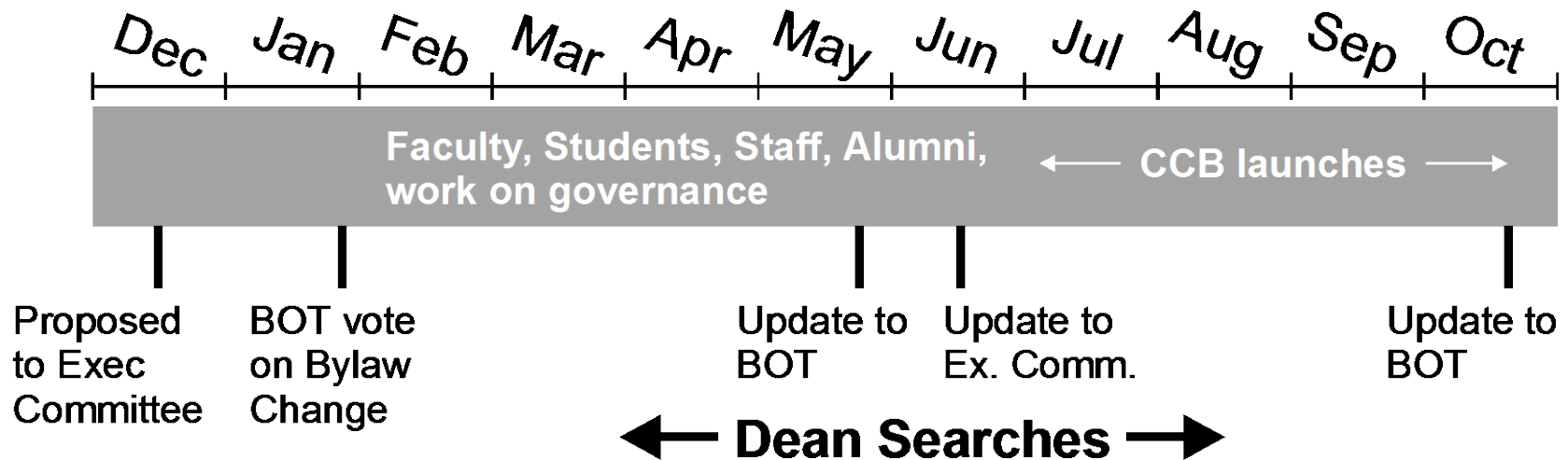
STEP 1: Trustee Vote – required to initiate faculty process

STEP 2: Engage faculty, staff, students, and alumni. Groups work together to recommend academic organization of the CCB; financial structures; organization of administrative support; responsibilities of Deans; advisory councils

Engagement and Input

- Provost's Steering Committee
- Faculty Governance Committee
- Alumni Advisory Committee
- Staff Synergy Group
- Communications Synergy Group
- Undergraduate and Graduate Student Synergy Committees

Timeline



Discussion

Compilation of Provost's Governance and Working Committees As of February 2016

Provost's Curriculum Oversight Committee

Charge:

The Provost's Curriculum Oversight Committee (PCOC) will provide a university-wide perspective on Cornell's academic programs through analysis and oversight of curricular offerings. The committee will evaluate and report to the provost and Faculty Senate on components of the curriculum that appear to be duplicative and/or have a substantial impact on other colleges. The PCOC will also explore and, if appropriate, make recommendations about elements of a common undergraduate academic experience and/or shared educational requirements across Cornell's undergraduate colleges. Active governance is particularly important when there is a potential for duplicative and overlapping curricular offerings, which may compete for a fixed pool of students and tuition revenue. Faculty engagement in the oversight role of the PCOC, as well as the active participation of university administrators, is essential in establishing and achieving our educational goals. Therefore, the Provost's Curriculum Oversight Committee will include at least 3 members of the Educational Policy Committee (EPC) of the Faculty Senate, and will work closely with that body [as well as Educational Policy committees in each of the colleges].

Membership:

Kotlikoff	Mike	CVM	Life Sciences	Chair
Ahner	Beth	CALS	Life Sciences/Eng	
Altschuler	Glenn	CESS	Humanities	Dean
August	Avery	CVM	Life Sciences	
Bhandari	Yamini	ILR		Student Trustee
Boor	Kathryn	CALS	Life Sciences	Dean
Brann	Ross	CAS	Humanities	UFC
Burrell	Carlton	ILR	Social Sciences	Student
Cassano	Pat	CHE	Social Sciences	EPC
Cohn	Abby	CAS	Humanities	
Delchamps	David	COE	Engineering	EPC/DLC
Fontaine	Mike	CAS	Humanities	EPC/FPC/UFC
Harris-Warrick	Ron	CALS	Life Sciences	EPC
Hassan	Salah	CAS	Humanities	
Kaufman	Gabe	ILR		SA
Kleinman	Kent	AAP	Humanities	Dean
Knuth	Barb	CALS/GRAD	Life Sciences	Vice Provost
Lombardi	Ryan	SCL		Vice President
McBride	Mitch	A&S		SA
McCune	Amy	CALS	Life Sciences	FPC
Ober	Chris	COE	Engineering	
Pizarro	David	CAS	Social Sciences	UFC
Ritter	Gretchen	CAS	Social Sciences	Dean
Sherwyn	David	SHA	Social Sciences	
Siliciano	John	LAW	Social Science	Vice Provost
Soloway	Paul	CALS	Life Sciences	
Thom-Levy	Julia	CAS	Physical Science	
Tolbert	Pam	ILR	Social Sciences	EPC
Wells	Marty	ILR/CIS	Social Sciences	
Wolfner	Mariana	CAS	Life Sciences	Faculty Trustee
Clarkberg	Marin	IRP		Staff

**Common Curriculum Elements
Subcommittee A of the
Curriculum Oversight Committee**

- A. Common Curriculum Elements Subcommittee: The subcommittee will review current offerings and make recommendations about elements of a common undergraduate academic experience and or/shared educational requirements across undergraduate colleges.

Altschuler	Glenn	CESS	Humanities	Dean
Bhandari	Yamini	ILR		Student Trustee
*Brann	Ross	CAS	Humanities	UFC
Burrell	Carlton	ILR	Social Sciences	Student
Cohn	Abby	CAS	Humanities	
Giannelis	Emmanuel	ENG	Engineering	
Hassan	Salah	CAS	Humanities	
Kleinman	Kent	AAP	Humanities	Dean
Lombardi	Ryan	SCL		Vice President
McBride	Mitch	A&S		SA
Ritter	Gretchen	CAS	Social Sciences	Dean
Soloway	Paul	CALS	Life Sciences	
Thom-Levy	Julia	CAS	Physical Science	
Ard	Patty			Staff

*indicates chair

**Governance, College Processes
Subcommittee B of the
Curriculum Oversight Committee**

- B. Governance, College Processes Subcommittee: The subcommittee will propose a process for ensuring that curricular offerings are not unnecessarily duplicative and that new offerings are launched to fulfill educational goals rather than to compete for tuition revenue.

Boor	Kathryn	CALS	Life Sciences	Dean
Delchamps	David	COE	Engineering	EPC/DLC
Fontaine	Mike	CAS	Humanities	EPC/FPC/UFC
Kaufman	Gabe	ILR		SA
Pizarro	David	CAS	Social Sciences	UFC
Sherwyn	David	SHA	Social Sciences	
Siliciano	John	LAW	Social Science	Vice Provost
*Harris-Warrick	Ron	CALS	Life Sciences	EPC
Clarkberg	Marin	IRP		Staff
Ard	Patty			Staff

*indicates chair

**Access to Gateway Courses
Subcommittee C of the
Curriculum Oversight Committee**

- C. Access to Gateway Courses Subcommittee: The subcommittee will review gateway courses and determine if students are having difficulties enrolling in required courses, and if yes, propose strategies for alleviating the pressures through a systematic process rather than through course by course “deals.”

Ahner	Beth	CALS	Life Sciences/Eng	
August	Avery	CVM	Life Sciences	
Cassano	Pat	CHE	Social Sciences	EPC
Knuth	Barb	CALS/GRAD	Life Sciences	Vice Provost
McCune	Amy	CALS	Life Sciences	FPC
Tolbert	Pam	ILR	Social Sciences	EPC
Wells	Marty	ILR/CIS	Social Sciences	
Wolfner	Mariana	CAS	Life Sciences	Faculty Trustee
*Ober	Chris	COE	Engineering	
Kotlikoff	Mike	CVM	Life Sciences	Chair
Clarkberg	Marin	IRP		Staff
Ard	Patty			Staff

*indicates chair

Working Group
Admissions and Financial Aid

Charge: The Admissions and Financial Aid Working Group will monitor undergraduate admissions, enrollment, and financial aid activity and make recommendations to the Provost to align activity and policies with Cornell's mission, including open access and diversity, in the context of available resources. Related to admissions and enrollment, the Working Group will consider inflow, outflow, and between-unit movement data for undergraduate colleges/schools and develop recommendations to the Provost for overall university undergraduate enrollment goals and goals for each college and school. Related to financial aid, the Working Group will consider financial aid programs and policies in relation to indicators such as admissions yield and net cost of attendance related to various socioeconomic and other student characteristics, considering college/school data, aggregate Cornell data, and peer university policies and trends, and will make recommendations to the Provost regarding changes to financial aid programs and policies.

Membership:

Provost	Kotlikoff
Standing Deans:	Ritter, Collins, Boor, Mathios, Hallock
Vice Provosts:	Knuth (chair), Spitz
Vice Presidents:	Lombardi, Streeter

Others:

Faculty Financial Policies Committee Member: William Lesser
Faculty Senate Member: Oren Falk
UFC Member: Ron Ehrenberg
Faculty Member: Vicki Bogan
Student Member: Juliana Batista
Jason Locke, Associate Vice Provost for Enrollment
A.T. Miller, Associate Vice Provost for Academic Diversity
Marin Clarkberg, Director of Institutional Research and Planning
Sue Hitchcock, Director of Financial Aid
Dan Robertson, Senior Research and Planning Associate

Staffing – K. Tillotson

Governance
Provost's Capital Planning Group

The Provost's Capital Planning Committee will develop and execute strategy to meet major capital needs, including deferred maintenance needs, for individual units and the campus as a whole.

Membership: 3 senior administrators, 2 deans, 2 vice provosts, faculty senate representation.

Mike Kotlikoff, Chair	Provost
Kent Kleinman	Dean, AAP
Ryan Lombardi	Vice President, Campus and Student Life
Eduardo Peñalver	Dean, LAW
Kyu Whang	Vice President, Infrastructure, Properties, and Planning
Rayna Kalas	Financial Policies Committee – Faculty Senate
Abe Stroock	Campus Planning Committee
Steven Wolf	Campus Planning Committee
Emma Leigh Johnston	Student Assembly
Paul Streeter	Vice President, Budget and Planning
Judy Appleton	Vice Provost
John Siliciano	Senior Vice Provost for Academic Affairs
Mary-Lynn Cummings	Director of Capital and Space Planning
Jim Kazda	Senior Director and Campus Manager

Charge:

1. Develop and implement a strategy for identifying and prioritizing major capital needs, both physical and technological, for the Ithaca campus.
2. Develop a recommended annual capital budget and a rolling five-year capital plan for approval by the Capital Funding and Priorities Committee and the Board of Trustees.
3. Review space utilization and facility condition data to inform and shape future capital planning needs.
4. Develop a strategic approach for facilities planning and addressing deferred maintenance.
5. Solicit and analyze deferred maintenance plans for all colleges and units.
6. Evaluate individual proposed capital projects to: assess need and proposed scope; available capacity; potential synergy, overlap, and conflict with other campus activities; and coordination with unit deferred maintenance plans.
7. Approve the scope and scale of major capital project activity for further review and final campus approval by the Capital Funding and Priorities Committee.

Governance

Administrative and Support Costs Committee

The Administrative and Support Costs Committee will evaluate existing administrative and support cost structures seeking opportunities for improved efficiency and effectiveness on an on-going basis. The Committee will focus on operations funded through the allocated cost pool mechanism as well as the integration of similar institutional and unit level support operations.

Membership:

Paul Streeter, Chair	Budget & Planning	Vice President
Mike Kotlikoff	Provost	Provost
Lance Collins	ENG	Dean
Alan Mathios	HE	Dean
Kevin Hallock	ILR	Dean
Lorin Warnick	VET	Interim Dean
Joanne DeStefano	CFO	Vice President
Ryan Lombardi	SCL	Vice President
Mary Opperman	HRSS	Vice President
Marge Ferguson	CALS	College Officer
Dave Taylor	CAS	College Officer
Larry Blume	CAS	UFC
Chris Schaffer	ENG	UFC
Bruce Lewenstein	CALS	Library Board
Davina Desnoes, Staff	Budget & Planning	Assist. Vice President

Charge:

1. Develop and maintain an understanding of common campus-wide administrative and support operations in regards to scale, potential duplication or inefficiency, and potential strategies for greater efficiency and effectiveness.
2. Establish cost control strategies and measures in the area of administrative and support operations campus-wide.
3. Evaluate existing allocated cost pools for reasonableness considering both value and cost.
4. Evaluate and prioritize potential new investments in administrative and support operations to be funded through the allocated cost mechanism.
5. Review any proposed significant changes to the allocated cost distribution methodology and provide advice and recommendation to the Provost.

Cornell University
Working Group for Online Learning and Academic Technologies

Charge:

To enhance and expand Cornell's teaching programs through the integration of innovative instructional approaches and digital tools.

The committee will propose strategies and resource alignment necessary to promote pedagogical innovation, assist faculty's adoption of technology, and establish campus standards. The proposals will recommend initiatives that enable broad adoption, remove barriers to adoption, and resolve structural issues related to the application of technology-enhanced learning.

The scope will include on-campus, online, and blended programs for undergrad, graduate, and professional students.

Tentative Working Group Goals

Strategic

- Propose objectives and campus-wide priorities*
- Provide resources and support to advance online and technology-enhanced learning goals
- Recommend strategies to encourage innovation in the use of technology for teaching
- Review progress against objectives

Administrative

- Identify, prioritize, and develop opportunities for online and blended education
- Identify, prioritize, and develop opportunities to enhance residential programs using technology.
- Propose organizational constructs to leverage capabilities across campus and reduce redundancy.
- Propose financial model constructs for working across units
- Oversee key external relationships (e.g. EdX) and recommend external relationship policy

Academic Quality and Innovation

- Work with faculty to establish and maintain online and blended learning Academic Policy
- Promote pedagogical innovation and best practices across campus
- Promote quality standards and methods of evaluation*
- Propose and oversee plan for faculty education and development

Technology

- Establish strategic and tactical plan for providing world-class technological infrastructure to support various modes of learning and evaluation.
- Identify opportunities to reuse and share assets and minimize redundancy

Working Group Members:

Paul Krause, Co-Chair, Assoc. Vice Provost/eCornell
Barbara Friedman, Co-Chair, CIT
Mike Kotlikoff, Provost
Glenn Altschuler, CESS
Greg Morrisett, CIS
Kevin Hallock, ILR
Lance Collins, COE
Soumitra Dutta, JGSM

Paul Streeter, B&P
Anne Kenney, Library
Brad Bell, ILR
Jan de Roos, SHA
Meg Thompson, CVM
Don Viands, CALS
David Lifka, Center for Advanced Computing
Justin Selig, Student

Status and Accomplishments

- (1) First full working group meeting on December 8th, 2015
- (2) Collected broad range of input on opportunities to apply technology to further Cornell's mission (See one page summary of opportunities identified)
- (3) We are collecting input and feedback on draft Vision, Values, and Goals related to online and technology-enhanced learning. Our goal is to present draft to wider audiences in Online Community Meeting on March 1st
- (4) With goals coming into focus, the group is transitioning to "how" Cornell can achieve these goals, including strategies and resource alignment. The result will be a university 3-year strategic plan for online learning and academic technology.

Provost's Working Group on
Public and Global Activities

Charge:

The Provost's Public and Global Activities Committee will foster the interests of the University by developing university level strategic goals that integrate public and global activities within our educational, research, and outreach missions, and by implementing strategies to achieve those goals.

The Committee's scope will include community engagement programs, international education programs and collaborations, and learning and engagement programs in New York City.

The committee will work to facilitate public and global activities by exploring and recommending improvements to academic and business practices and policies.

Membership:

Judy Appleton, Co-Chair	Vice Provost/Public Engagement
Laura Spitz, Co-Chair	Vice Provost International Affairs
Rebecca Stoltzfus	Provost's Fellow for Public Engagement
David Lee	Provost's Fellow for International Programs
Alan Mathios	Dean, CHE
Gretchen Ritter	Dean, CAS
Glenn Altschuler	Dean, CESS
Mark Cruvellier	Professor and Chair of Architecture, AAP, (Rome and NY)
Lisa Nishii	Associate Professor, ILR
Les Trotter	Associate Dean, School of ORIE, COE
Adam Smith	Professor and Chair of Anthropology, CAS
Kathy Bunting-Howarth	Director of Extension, NY SeaGrant
Pam Moulton	Associate Professor, SHA
Jane Swanson	Assistant Director of Government and Community Relations, Cornell Tech
Julia Felipe	Associate Professor, CVM (Expanding Horizons)
Charles Kruzansky	Associate Vice President for Government Relations
Daniel Pollay	Director, Government and Community Affairs, Weill Cornell Medicine
Brian McInnis	CIS, GPSA
Shivang Tayal	CAS '16, SA