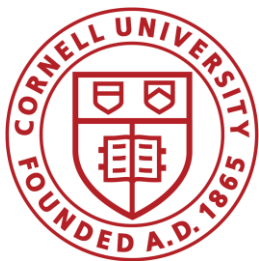


UNIVERSITY FACULTY SENATE MEETING

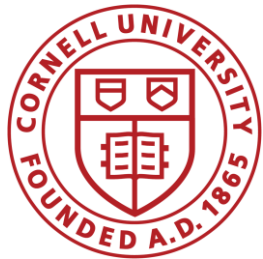
FEBRUARY 10, 2016



Agenda

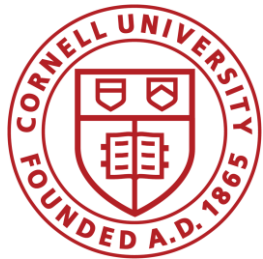
- **Call To Order – Speaker Bruce Lewenstein (1 min)**
- ***Consent Items – Speaker Bruce Lewenstein (1 min)**
 - **Approval of the December 9, 2015 Minutes as Distributed**
 - **Approval of College of Arts & Sciences Professor of Practice Title**
- **Faculty Matters– Mike Fontaine, Acting & Associate Dean of University Faculty (10 min)**
 - **Response to College of Business Resolution; Provost Town Hall Meeting; Faculty Soup; DOF Website Redesign; CUPD Investigation update; Divestment response & new guidelines; BOT meeting report; Congratulations to Weiss Fellows**
- **Nominations & Elections Report, including candidates for spring elections – Mike Fontaine, Acting & Associate Dean of University Faculty (5 min)**
- **~~President Elizabeth Garrett~~ Provost Michael Kotlikoff (45 min)**
 - **Update on Provost's Working and Governance Committees**
 - **Trustees meeting and creation of new Cornell College of Business**
 - **Q&A**
- **Open Meeting (25 min)**
- **General Good and Welfare (3 min) (Presentation of Thank You Resolution for Joe Burns)**

***Consent Items**



Consent Vote By Senators

- APPROVAL OF THE DECEMBER 9, 2015 MINUTES
- PROPOSAL FOR ARTS & SCIENCES PROFESSOR OF PRACTICE



Faculty Matters

- Provost Town Hall Meeting
- Faculty Soup
- DOF Website Redesign
- CUPD Investigation Update
- Divestment Response & New Guidelines
- BOT Meeting Report
- Congratulations to Weiss Winners
- 2016 **ELECTION** Nominations extended until February 18, 2016
- 2016 Election will be held **Monday, March 21 beginning at noon through 11:59PM**
Wednesday, March 23, 2016

PROVOST TOWN HALL FORUM FOR FACULTY AND STAFF

- **WEDNESDAY, FEBRUARY 17,
2016 @ 4:30-6:00PM IN LEWIS
AUDITORIUM, GOLDWIN SMITH
HALL**

WEISS FELLOWS

Congratulations to the new Weiss Fellows



Charles Aquadro
Molecular Biology &
Genetics



Laura Harrington
Entomology



Sean Nicholson
Policy Analysis &
Management

Nominations please !! 11 March 2016

NOMINATIONS & ELECTIONS REPORT

- **CALL FOR NOMINATIONS HAS BEEN EXTENDED UNTIL FEBRUARY 18, 2016**
- **ELECTION WILL BE HELD ON MONDAY, MARCH 21- WEDNESDAY, MARCH 23, 2016**

NOMINATIONS & ELECTIONS REPORT

GENDER & RACE DATA

FACULTY TRUSTEE - FINAL

Total Nominations: 9

Males: 7

Females: 2

Accepted Nominations: 4 Males

DEAN OF FACULTY - FINAL

Total Nominations: 26

Males: 10

Females: 16

Under-Represented Minorities: 1 Male (also included in total of males)

Accepted Nominations: 1 Female and 2 Males

ASSOCIATE DEAN OF THE FACULTY - FINAL

Total Nominations: 4

Males: 3

Females: 1

Under-Represented Minorities: 1 (included in the total of males)

Accepted Nominations: 2 Males

NOMINATIONS & ELECTIONS REPORT

- **OPEN SEATS**

- **Dean of Faculty seat (1)**
- **Associate Dean of Faculty seat (1)**
- **Faculty Board of Trustee seat (1)**
- **University Faculty Committee seat (1)
Senator**
- **University Faculty Committee seats (2)
Non-Senators**
- **Nominations & Elections Committee seat
(1)**

Dean of the Faculty

3 Year Term – 2016-2019



Risa Lieberwitz, Professor, Labor and Employment Law, College of Industrial and Labor Relations



Paul Soloway, Professor, Nutritional Science, College of Human Ecology



Charles Van Loan, Professor, Computer Information Science

Associate Dean of the Faculty

3 Year Term – 2016-2019



**Chris Schaffer, Associate Professor
Biomedical Engineering, College of
Engineering**



**Alex Susskind, Associate Professor
Food and Beverage Management,
College of Hotel Administration**

FACULTY TRUSTEE – 1 VACANCY

4 YEAR TERM – (2016-2020)



**Charles Brittain, Professor, Classics Dept.,
College of Arts and Sciences**



**Eric Cheyfitz, Professor, English and American
Indian Program, College of Arts and Sciences**



**Bruce Lewenstein, Professor, Communication,
College of Agriculture and Life Sciences**



**Laurent Saloff-Coste, Professor Dept. of
Mathematics, College of Arts and Sciences**

**UNIVERSITY FACULTY COMMITTEE
(NON-SENATOR SEATS)
2 VACANCIES – 3 YEAR TERM (2016-2019)**



**Durba Ghosh, Associate Professor, History
Dept., College of Arts and Sciences**

- **SEEKING ADDITIONAL NOMINATIONS**
- **PLEASE NOMINATE YOURSELF OR A COLLEAGUE**
- **PLEASE SEND NOMINATIONS TO deanoffaculty@cornell.edu BY THURSDAY, FEBRUARY 18**

UNIVERSITY FACULTY COMMITTEE – (SENATOR SEAT)
1 VACANCY – 3 YEAR TERM (2016-2019)

- **SEEKING NOMINATIONS**
- **PLEASE NOMINATE YOURSELF OR A COLLEAGUE**
- **PLEASE SEND NOMINATIONS TO**
deanoffaculty@cornell.edu
BY THURSDAY, FEBRUARY 18

NOMINATIONS & ELECTIONS COMMITTEE

1 VACANCY – 3 YEAR TERM (2016-2019)

- **SEEKING NOMINATIONS**
- **PLEASE NOMINATE YOURSELF OR A COLLEAGUE**
- **PLEASE SEND NOMINATIONS TO deanoffaculty@cornell.edu BY THURSDAY, FEBRUARY 18**

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 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

22

*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

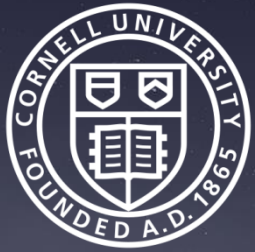
Pam Tolbert, Professor, ILR, Educational Policies Committee

Marty Wells, Professor, ILR and Computing and Information Sciences

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

23

*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:

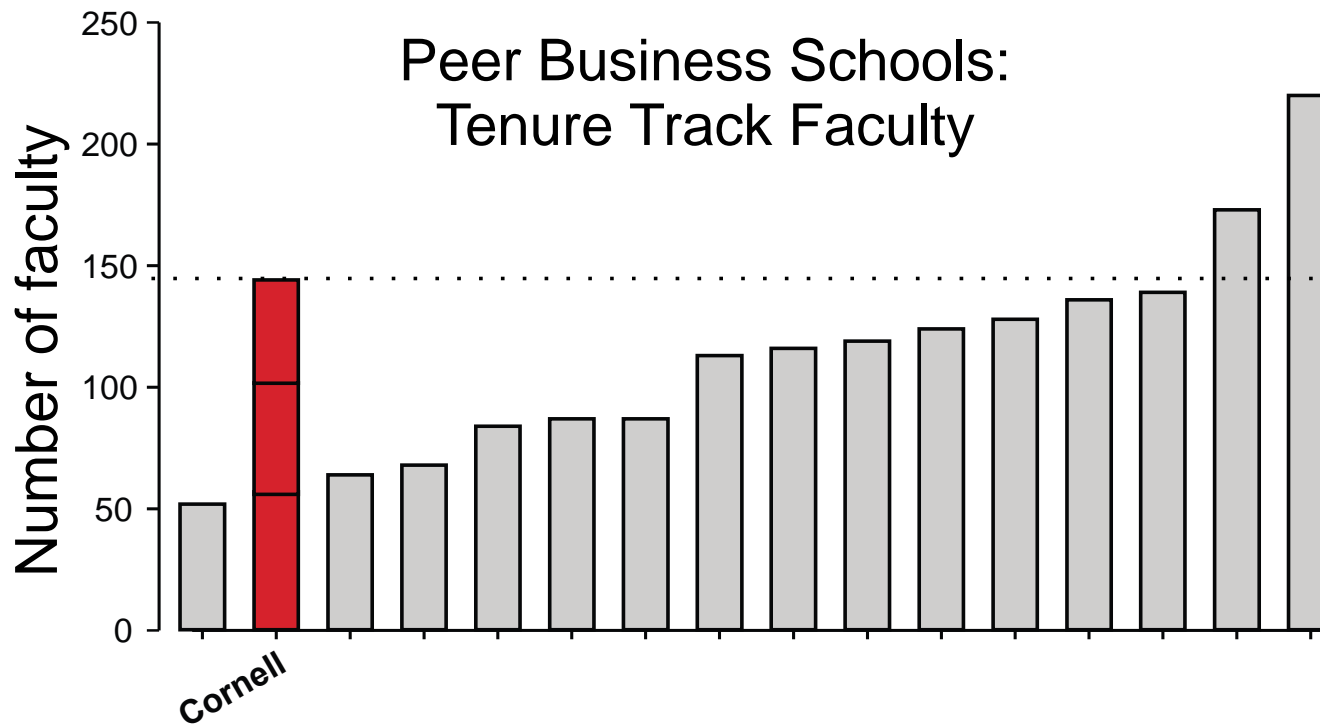
- Deep expertise and engagement in three of the world's largest industries – food, hospitality, and technology
- Research focus on the world's major challenges – sustainability, shared prosperity, wealth imbalance
- Combine practical knowledge and operations training with the most sophisticated financial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

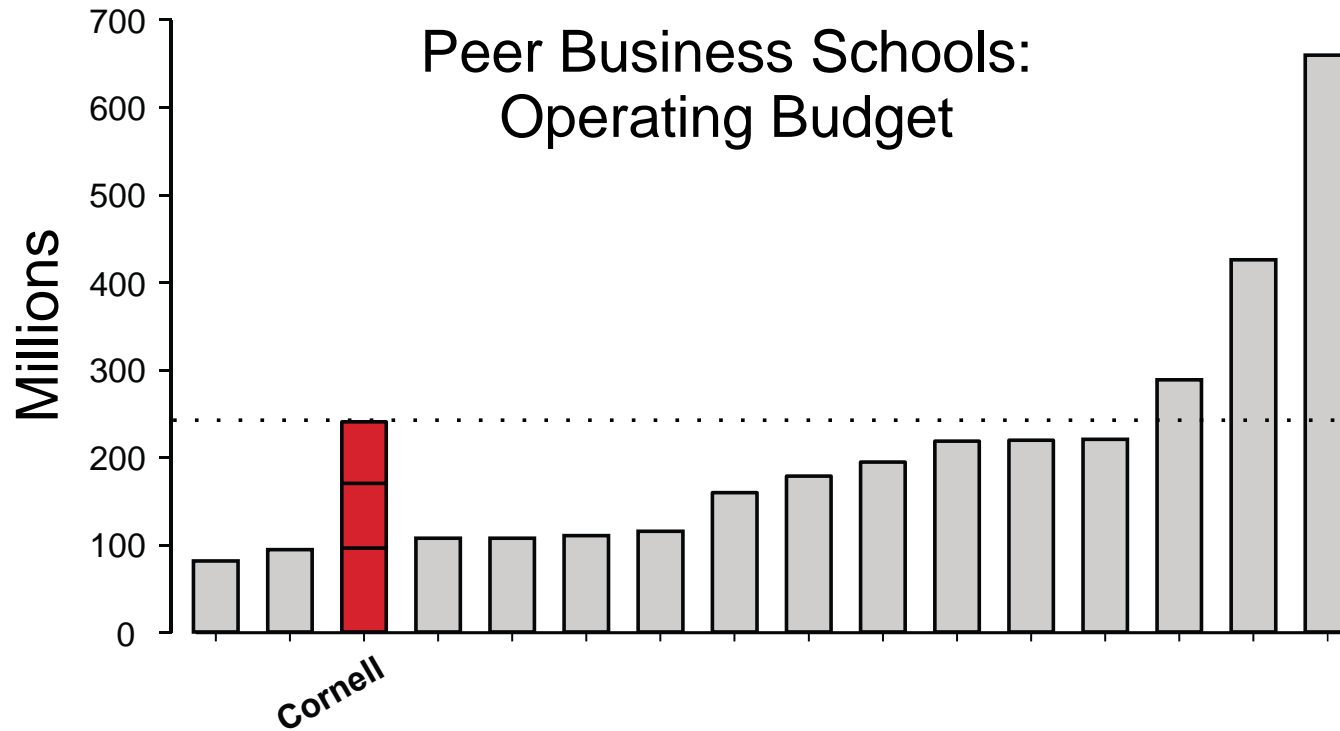
Past Analyses of Business Program Fragmentation

- 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

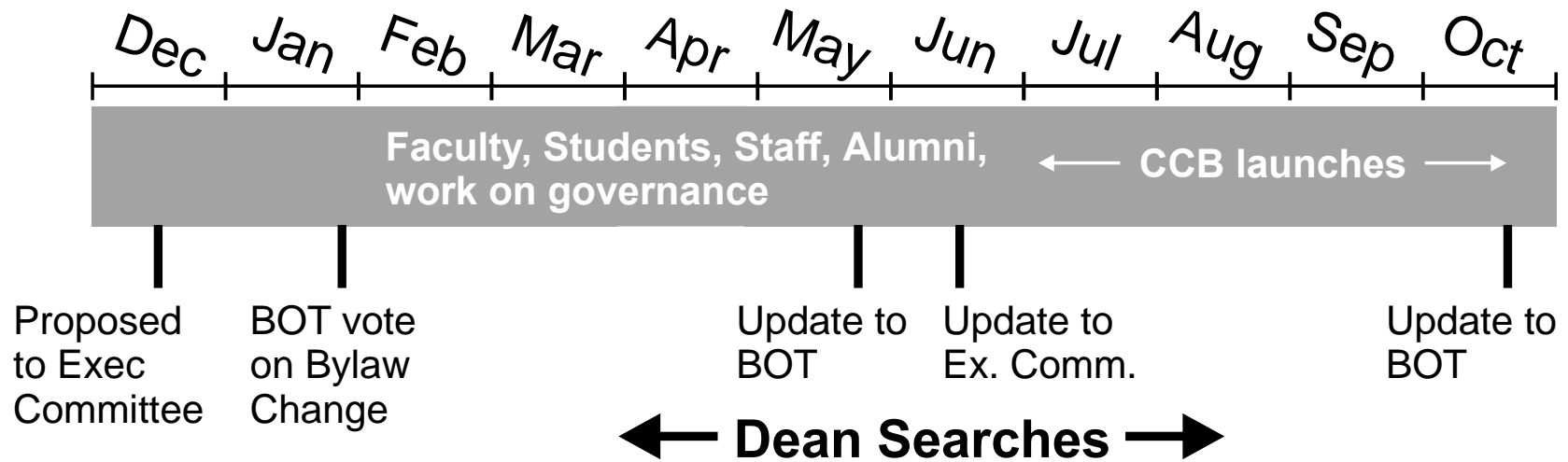
STEP 1: Trustee Vote – required to initiate faculty process

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

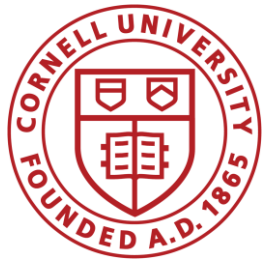
Engagement and Input

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

Timeline



Discussion



General Good and Welfare

RESOLUTION TO HONOR JOSEPH A. BURNS FOR HIS SERVICE AS DEAN OF THE FACULTY

Whereas Joseph A. Burns has contributed three and a half years as Dean of the Faculty; and

Whereas the Office of the Dean of the University Faculty serves as the nerve center for more than 1700+ members of the University Faculty; and

Whereas Joseph A. Burns has served the University Faculty admirably in matters pertaining to representing and advocating the interests of faculty to the President, the Trustees, and the University community; guiding activities of the Faculty Senate and carrying out its decisions; being available to faculty, students and to members of the University community to help resolve various problems that arose as well as many other administrative issues;

Therefore Be it Resolved that the University Faculty Senate on behalf of the University Faculty extends its sincere gratitude to Joseph A. Burns for the loyal and valuable service he has rendered during his three and a half years as the Dean of the University Faculty; and

Therefore Be It Further Resolved that the University Faculty Senate extends its heartfelt thanks to Joseph A. Burns and best wishes for good health.