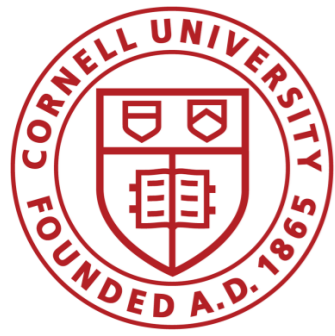


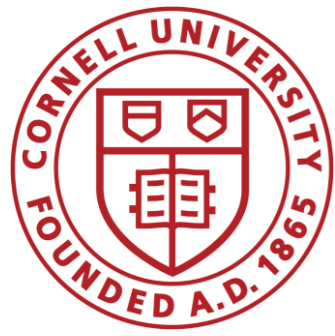
# Provost's Report

Faculty Senate  
October 14, 2015



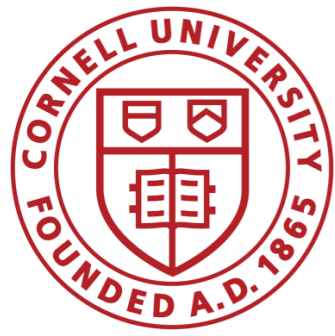
# Major Initial Activities

- Budget
- Curriculum
- Admissions, Tuition, and Financial Aid
- Public and Global Activities
- Academic Technology
- Other Working Groups (Capital, Costs)
- Admissions/Financial Aid update



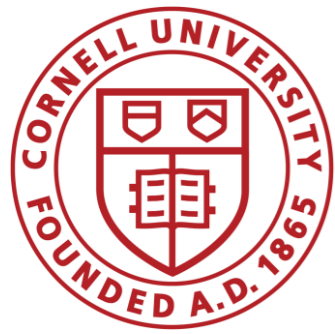
# Budget

- Eliminate the deficit for FY17
- Promote responsible financial management and strategic decision making by developing consistent budgeting practices and 5 year budgets for each college to enhance long term planning
- Stop talking about the budget



# Curriculum

1. Undertake a university-wide review of the undergraduate curriculum and develop recommendations for common curriculum components, distribution requirements, gateway course limits, differential credit hours, and advising.
2. Recommend a process to avoid or resolve course duplication or overlap and avoid financially motivated curriculum development



## Governance

### Provost's Curriculum Oversight Committee

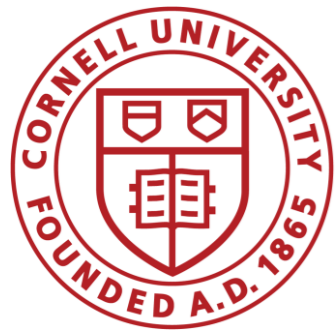
Charge:

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).

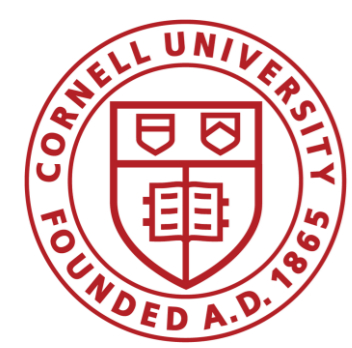
Membership:

M. Kotlikoff	CVM	Life Sciences	Chair	B. Ahner	CALS	Life Sciences/Eng	Assoc. Dean
G. Altschuler	CESS	Humanities	Dean	A. August	CVM	Life Sciences	
K. Boor	CALS	Life Sciences	Dean	R. Brann	CAS	Humanities	UFC
P. Cassano	CHE	Social Sciences	EPC	A. Cohn	CAS	Humanities	
D. Delchamps	COE	Engineering	EPC/DLC	M. Fontaine	CAS	Humanities	EPC/FPC/UFC
S. Gupta	JGSM	Social Sciences		R. Harris-Warrick	CALS	Life Sciences	EPC
S. Hassan	CAS	Humanities		K. Kleinman	AAP	Humanities	Dean
B. Knuth	CALS/GRAD	Life Sciences	Vice Provost	R. Lombardi	SCL		Vice President
A. McCune	CALS	Life Sciences	FPC	C. Ober	COE	Engineering	
D. Pizarro	CAS	Social Sciences	UFC	G. Ritter	CAS	Social Sciences	Dean
D. Sherwyn	SHA	Social Sciences		J. Siliciano	LAW	Social Science	Vice Provost
P. Soloway	CALS	Life Sciences		J. Thom-Levy	CAS	Physical Science	
P. Tolbert	ILR	Social Sciences	EPC	M. Wells	ILR/CIS	Social Sciences	
M. Wolfner	CAS	Life Sciences	Fac. Trustee	M. Clarkberg	IRP		Staff
Student (TBD)		Student Assembly		P. Ard	Provost Office		Staff
Student (TBD)		Student Assembly					



# Admissions, Tuition, 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.



## **Working Group**

### **Admissions and Financial Aid (Draft)**

#### **Membership:**

Provost Kotlikoff

Standing Deans: Ritter, Collins, Boor, Mathios, Hallock

Vice Provosts: Knuth (chair), Spitz

Vice Presidents: Lombardi, Streeter

**Faculty Financial Policies Committee Member: William Lesser**

**Faculty Senate Member: Oren Falk**

**UFC Member: Ron Ehrenberg**

**One additional faculty member**

Jason Locke, Associate Vice Provost for Enrollment

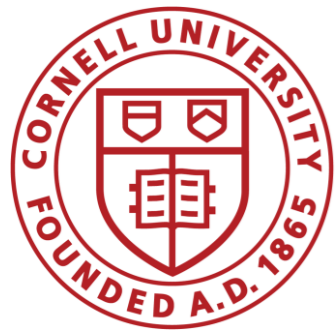
A.T. Miller, Associate Vice Provost for Academic Diversity

Marin Clarkberg, Director of Institutional Research and Planning

Sue Hitchcock, Director of Financial Aid

Dan Robertson, Senior Research and Planning Associate

Staffing – P. Ard



# Public and Global Activities

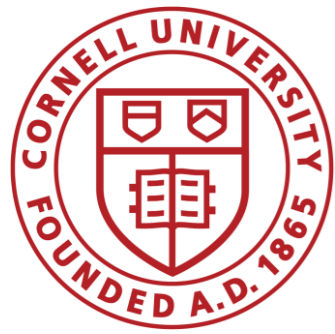
## Charge:

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 collaborations involving student learning, 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.

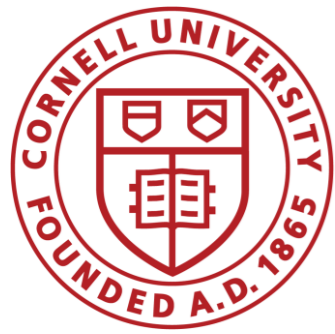




# Academic Technology

## Charge:

To facilitate the adoption of technology within Cornell's teaching programs, including in classroom, online, and blended applications. 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 relating to overlapping efforts so as to ensure Cornell has world-class academic technologies to support its teaching mission.

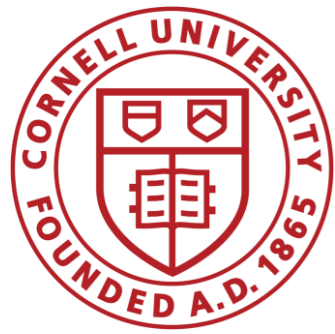


# Provost's Strategic Capital Planning Committee

## **Charge:**

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.

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.

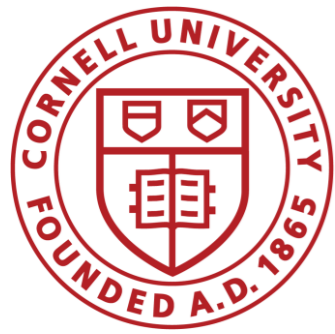


# Provost's Strategic Capital Planning Committee

## Membership:

Mike Kotlikoff,  
Kent Kleinman  
Ryan Lombardi  
Eduardo Peñalver  
Kyu Whang  
**Rayna Kalas**  
**Abe Stroock**  
**Steven Wolf**  
Paul Streeter  
Judy Appleton  
John Siliciano  
Mary-Lynn Cummings  
Jim Kazda

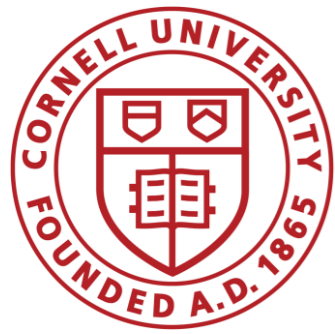
Chair Provost  
Dean, AAP  
VP, Campus and Student Life  
Dean, LAW  
VP, Infrastructure, Properties, and Planning  
**Financial Policies Committee – Faculty Senate**  
**Campus Planning Committee**  
**Campus Planning Committee**  
VP, Budget and Planning  
Vice Provost  
Senior Vice Provost for Academic Affairs  
Director of Capital and Space Planning  
Senior Director and Campus Manager



# Administrative and Support Costs Committee

Charge: 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.

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.



# Administrative and Supportive Costs Committee

## Membership:

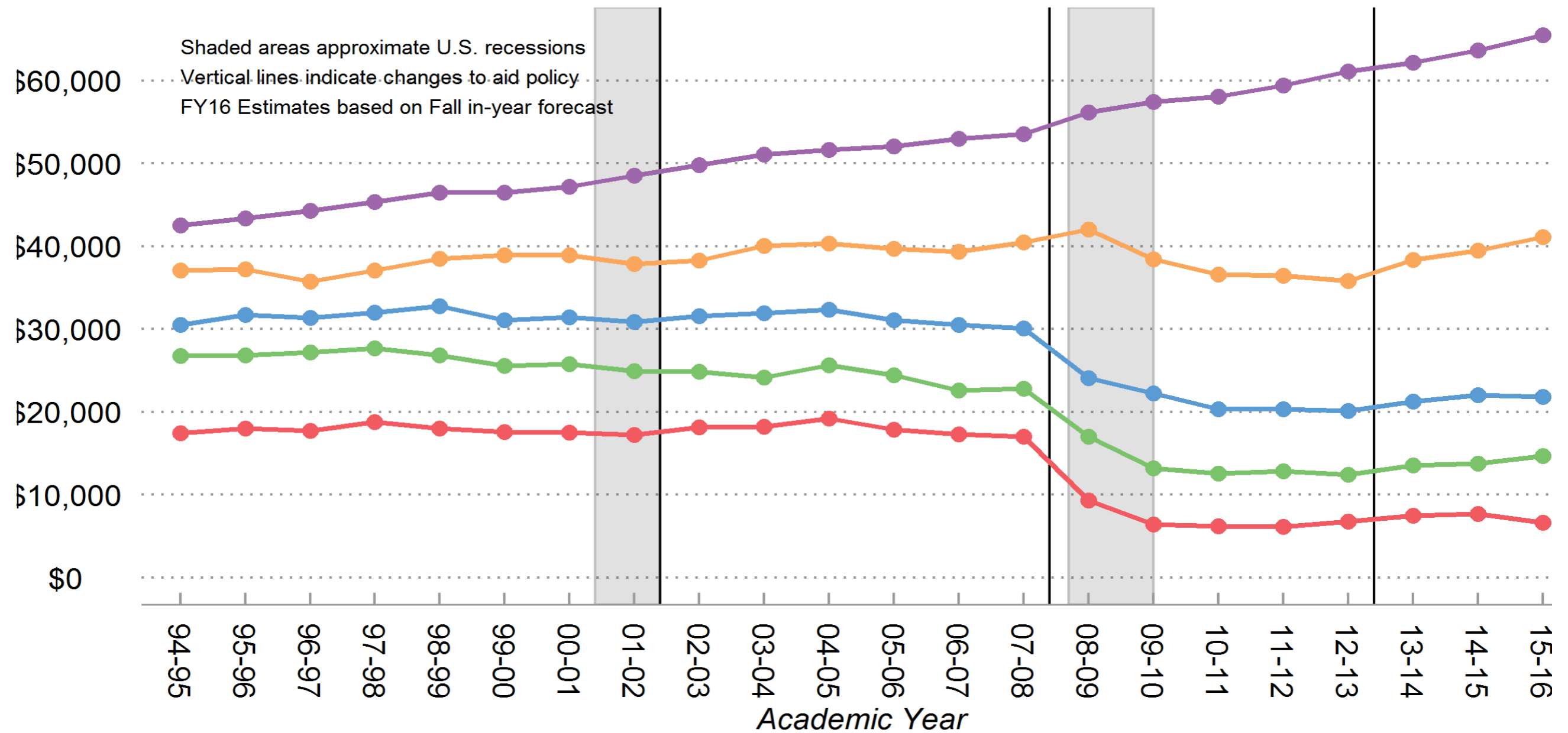
Paul Streeter, Chair	Budget & Planning	Vice President
Mike Kotlikoff	Provost	Provost
Lance Collins	ENG	Dean
Alan Mathios	HE	Dean
Kevin Hallock	ILR	Dean
Lorin Warnick	VET	Interim Dean
Ryan Lombardi	SCL	Vice President
Mary Opperman	HRSS	Vice President
Marge Ferguson	CALS	College Officer
Dave Taylor	CAS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

# Median Cost After Grant from all Sources, Endowed Sector Inflation-adjusted Dollars

Cornell Policy Income Thresholds

- <\$60k
- \$60-75k
- \$75-120k
- \$120k+
- Not Aided

Shaded areas approximate U.S. recessions  
Vertical lines indicate changes to aid policy  
FY16 Estimates based on Fall in-year forecast



## **41,900 freshman applications** received

- 3,219 enrolling freshmen (July Frozen File)
- Average SAT 1422 and ACT 32

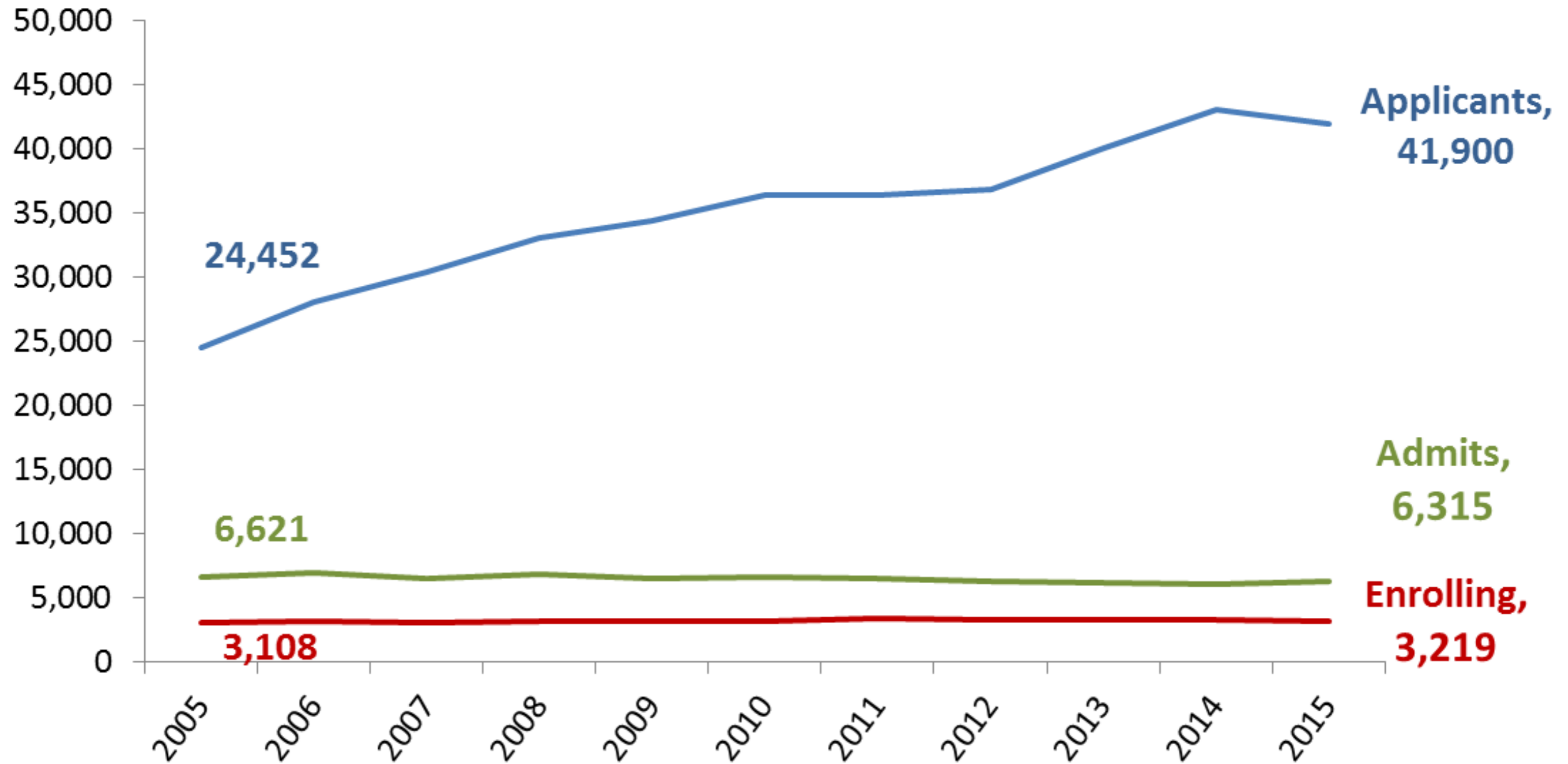
## **4,117 transfer applications** received

- 523 enrolling transfer students

% of students awarded need-based grant aid from Cornell sources:

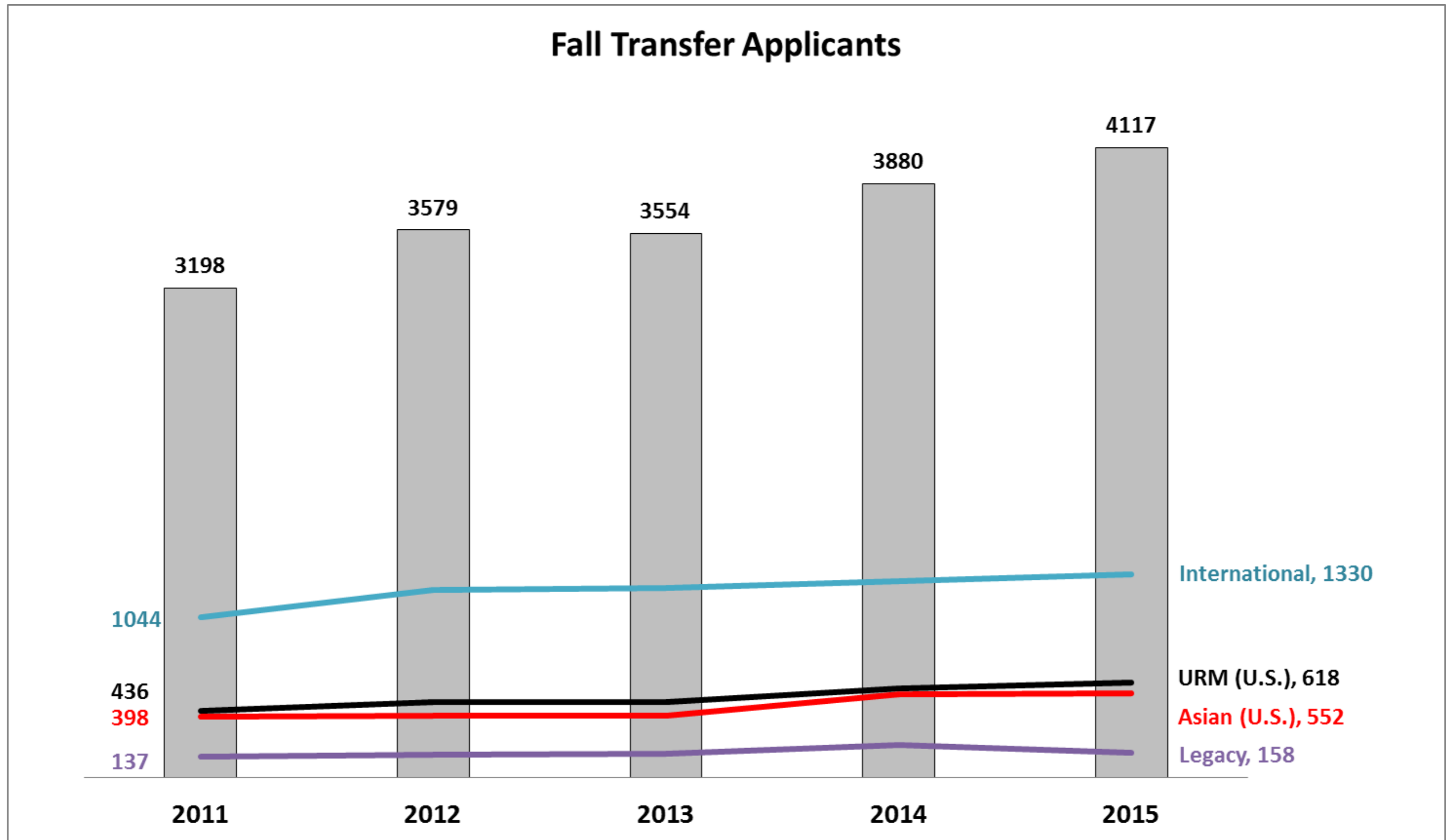
- **43.3% of freshmen** and **42.4% of transfers**

# Fall Freshman Applicants, 2005-2015





# Fall Transfer Applicants, 2011-2015



# Diversity Profile – Freshman Class of 2019

- 46.2% identify as students of color (up from 42.9%) (includes URM plus Asian American and Multi Race non-URM)
- 23.5% identify as under-represented minorities (URM) (up from 21.7%)
- 17.5% are children of Cornell alumni
- 13.3% are first-generation college students
- 9.4% are international
- 7.2% are recruited athletes
  
- Members of the Class of 2019 reside in 48 of the 50 United States plus Washington DC, Guam, Puerto Rico, and the U.S. Virgin Islands. International students are citizens of 44 countries.

# Summary of Entering Graduate and Professional Students – Fall 2015

	Graduate School*	CVM - DVM	Johnson – all MBA	Law – JD, LLM	Cornell Tech
<b>Applications</b>	19,881 (9,791 PhD)	948	2,496	3,911 (JD) 1, 225 (LLM)	M.Eng.: 181 MS: 96 MBA: 164
<b>Entering</b>	2,127 (537 PhD)	104	617	203 (JD) 89 (LLM)	M.Eng.: 49 MS: 27 MBA: 42
<b>% URM</b>	6% (9% PhD)	15%	4%-25%	18% (JD)	M.Eng.: 0% MS: 0% MBA: 10%
<b>% Students of Color</b>	15% (15% PhD)	25%	9%-53%	45% (JD)	M.Eng.: 20% MS: 4% MBA: 24%
<b>% International</b>	54% (41% PhD)	3%	19%- 53% 100% (C)	14% (JD) 94% (LLM)	M.Eng.: 59% MS: 81%