



PROVOST SEARCH STATEMENT DECEMBER 2014

CORNELL'S MISSION is to discover, preserve, and disseminate knowledge; produce creative work; and promote a culture of broad inquiry throughout and beyond the Cornell community. Cornell also aims, through public service, to enhance the lives and livelihoods of our students, the people of New York, and others around the world.



Cornell University

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Cornell University is a remarkable community of scholars, educators, students and staff with deep roots in tradition and a set of cherished founding principles; a world-class research institution known for the breadth and rigor of its curricula; and an academy dedicated to influencing young people to be well-educated, thoughtful citizens of the world.

Unique among its Ivy League peers, Cornell is a private university with a federal land grant mission. Cornell attracts faculty and students who are motivated by a belief in the importance of knowledge and its power to improve the human condition and solve societal problems locally, nationally and globally.

From the beginning, Cornell was conceived as a democratic, explicitly co-educational university open to men and women from any background. These founding principles stand at the center of Cornell's values today as a place that is committed to both traditional liberal arts education and practical applications of knowledge; supports free and open intellectual inquiry and expression; treats all individuals with dignity, respect and fairness; embraces inclusion and diversity; and is accessible to all who meet rigorous academic standards.

Today, Cornell University consists of fifteen schools and colleges, four of which have a special relationship with New York State. In addition to the Ithaca campus and Weill Cornell Medical College's campuses in New York City and Qatar, Cornell has broad presences in New York City, maintains extension offices across New York State and offers undergraduate programs in Rome and Washington, D.C. Overall, the University enrolls more than 14,400 undergraduates and 7,700 graduate and professional school students. Cornell employs some 12,300 people in Ithaca, including 1,600 professorial faculty, and an additional 5,800 employees in New York City, including 1,300 faculty members at the Medical College and small but growing contingents of faculty, students and staff at the Cornell Tech campus, currently in temporary facilities but moving to a new campus on Roosevelt Island in 2017.

Cornell's financial condition is sound, with a balanced operating budget, a growing endowment and an enviable history of attracting research funds. The operating budget is approximately \$3.6 billion, of which 58 percent supports the Ithaca campus and 42 percent supports Weill Cornell Medical College. The University's investment portfolio was valued at \$6.1 billion as of September 2014. New York State provides direct funding of approximately \$170 million a year, as well as other substantial support, for the land grant colleges, an amount that would require an endowment principal of almost \$3.5 billion to produce each year. In 2013-14, Cornell received over \$650 million in sponsored research funding, of which \$415 million supported research on the Ithaca campus and \$235 million at Weill Cornell.

Cornell's 250,000 living alumni are among its strongest assets. They demonstrate their appreciation and ongoing interest in Cornell's continued success by giving generously and maintaining close ties to the University through clubs, homecoming and reunions. Cornell is in the last year of its *Cornell Now* capital campaign; to date, the University has raised over \$5.5 billion dollars, which ranks among the largest fundraising efforts in higher education.

Key Priorities and Challenges for the Next Provost

Academic Excellence: Cornell's deepest commitment is to academic excellence, and the provost has primary responsibility for ensuring that Cornell strongly delivers on that commitment. The University is among the world's preeminent research institutions and aspires to be even better, with undergraduate, masters, doctoral, and professional educational programs of extraordinary quality and breadth. To achieve this aim, Cornell must both maintain and continually enhance its prominence in key fields and departments that span the arts, humanities, natural and social sciences and the professional schools and programs. Success depends on the institution's ability to recruit, retain and nurture an exceptionally talented, committed and diverse faculty, because it serves as the driving force of the research and educational missions. Similarly, Cornell must sustain its long-standing commitment to affordable education to attract and educate an exceptional and diverse body of students. The University maintains its commitment to attracting and developing high-quality staff from diverse backgrounds, as they provide invaluable support to Cornell's educational, creative and research endeavors.

Innovation in Teaching and Learning: Paralleling its role as a world-class research university, Cornell maintains a robust and profound commitment to its educational mission. Beyond the rigor of the classroom setting, this focus is reflected in numerous other ways, including the Engaged Cornell initiative with its focus on public engagement and service, multiple overseas programs, the academic aspects of residential life and extensive research opportunities for undergraduates. On the graduate level, Cornell offers more fields of study than any other American university, and its professional training in law, medicine, business, veterinary medicine, architecture and other fields is exceptional. Recent innovations in teaching and learning through new uses of technology in and beyond the classroom have the potential to reshape higher education and Cornell has actively participated in this revolution through the creation and success of eCornell, Cornell's online-education subsidiary, and through the promotion of a range of distance, online, hybrid, MOOCs and student-centered approaches within the curriculum. The provost plays a key role in advancing Cornell's approach to the adoption and creation of new modalities of teaching and learning.

Cornell Tech: In 2011, Cornell won an international competition to build a new campus on Roosevelt Island in New York City. The mission of Cornell Tech is to create an unprecedented fusion of applied research, graduate education and entrepreneurial innovation in the digital realm. To fulfill this mission, Cornell must finance and construct the new campus, conceive and launch an array of new graduate programs that reflect new pedagogies and recruit an exceptional, forward-thinking body of faculty, graduate students and staff. This opportunity requires a rate of innovation greater than that typically found in contemporary academia. The potential rewards to Cornell as a whole are so significant that the next provost will be actively engaged in ensuring Cornell Tech's success and creating connections between this new campus and schools and disciplines in Ithaca.

Cornell's Business Model: The provost oversees a \$2.1 billion annual operating budget, working with the president, CFO and the deans and unit heads. Like other top research universities, Cornell faces a changed and challenging economic landscape. Tuition growth is limited and state and federal funding for programs and research continues to decline in inflation-adjusted dollars, while the costs for attracting top faculty and staff and providing a comprehensive, affordable and exceptional education for students continue to grow. Cornell must continue to expand its efforts to

reduce costs and create efficiencies across the University, while identifying new ways to generate additional revenue in a manner consistent with its commitment to academic excellence. This effort is aided by the recent adoption of a new budget model that supports the transparent and efficient allocation of resources.

Synergies with Weill Cornell: Although the provost for medical affairs reports directly to the University president, the Weill Cornell Medical College provides exceptional benefits to the Ithaca and Cornell Tech campuses in terms of research collaborations. Serving as one of the world's leading centers for biomedical research, medical education and patient care, Weill Cornell attracts top scientists and competes very effectively for research funding from government and private sources. The provost serves a central role in facilitating robust and mutually beneficial interactions with Weill.

Cornell's Next Provost

Position Summary:

As the chief academic officer, the provost provides leadership for the planning, development, implementation, assessment and improvement of all academic programs, policies and supporting infrastructure, other than those reporting to the provost for medical affairs. The provost plays a critical role in setting Cornell's academic vision and is the senior executive responsible for the execution and implementation of the University's programmatic initiatives. The provost is responsible for ensuring Cornell's academic preeminence through facilitating the faculty recruitment, retention, and renewal activities of the deans and providing university level review of all tenure and promotion actions. Also serving as the chief operating officer, the provost has ultimate management authority over the Ithaca campus' operating budget. The provost represents Cornell to external constituents and has a significant role in the University's fundraising efforts.

The provost reports directly to the president and serves as her chief deputy officer. The provost's direct reports include the deans and directors of the academic units, the vice president for budget and planning, and the vice provosts. The responsibilities of individual vice provosts include research administration, undergraduate and graduate education, admissions and financial aid, international programs, state relations, engagement and outreach, faculty development and diversity, educational technology and related academic matters.

Ideal Experience:

Ideal candidates for Cornell's provost will possess rigorous academic credentials, strong administrative leadership experience, familiarity with academic budgeting and planning processes, preferably in a responsibility-centered budget model (RCM), superb communications skills and a capacity for strategic and well-informed risk taking. Consistent with Cornell's culture, the next provost will be a collaborative leader, committed to the importance of disciplinary strength as well as inter- and multi-disciplinary efforts and supportive of Cornell's mission to both generate knowledge and to apply that knowledge to real world problems. Experience overseeing a complex organization and a sophisticated understanding of financial and operational drivers of performance in a research university are critical. Candidates must possess a terminal degree (preferably an earned doctorate), a distinguished research and publication record and attainment of tenure as full professor.

Critical Competencies for Success:

- Academic Vision and Innovation: In close collaboration with the president, the deans, and the faculty, the provost must lead the development and implementation of a distinctive and financially sustainable academic strategy for Cornell that builds on the University's many strengths in the context of an increasingly competitive global market for research funding, faculty talent, students and philanthropy.
- Financial and Budgetary Acumen: Cornell has implemented RCM in budgeting, and the provost must ensure that the benefits of this model are fully realized while minimizing the impact of negative unintended consequences. The provost will be accountable for aligning incentives with the academic strategy and working with the deans to optimize the allocation of resources.
- Diversity and Inclusion: The provost must vigorously advance Cornell's core commitment, dating from its founding, to pursue diversity and inclusion in all its affairs. This attention to diversity covers not only efforts related to race, ethnicity, gender, and sexual orientation, but also includes inclusion of students and faculty with widely varying experiences, background, perspective, and disciplinary focus.
- Strategic Leadership: Given the dramatic financial, demographic, technological and political changes that have occurred in the past decade, all universities are faced with the need to reexamine priorities and make difficult decisions. This is particularly true for Cornell given its mission, its ambition, and its extraordinary breadth. The next provost must have the ability to bring people together, facilitate challenging discussions, make decisions about where Cornell will expand and curtail its efforts, and build understanding and buy-in around those decisions.

To apply or submit a nomination, please send an email including supporting material to
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