

**Overarching Goals
Office of the Provost
2006-07**

Cornell has great strengths that permit transformative contributions in a range of areas. Our challenge is to take advantage of existing strengths, enhance our faculty and programs in areas that have strategic importance, but are not as strong as they need to be, and identify more links among basic research, education, and outreach or application. Creating an environment in which our faculty and students can do their best work requires the highest standards for research and teaching, the greatest possible diversity of people and programs, the protection of academic freedom, integration of students' living and learning opportunities, and a commitment to the university's public mission. The innovative and responsible management of resources are fundamental to all our substantive goals.

Over the coming months and years, the provost and vice provosts will focus their efforts on the critical areas listed below.

A. Establish Cornell as the pre-eminent, comprehensive life sciences institution serving New York and the world:

- Enhance established and pre-eminent international strengths in ecology and evolutionary biology; neurobiology and behavior; nutritional sciences; plant sciences; veterinary sciences; and computation and information sciences.
- Build essential strengths in the Institute for Cell and Molecular Biology, the Department of Biomedical Engineering, and the Department of Biological Statistics and Computational Biology.
- Enhance Cornell's comprehensive program in life sciences that: (1) integrates molecular/cell, organismal, population, and environmental/systems biology; and (2) links the breadth of biological and agricultural sciences with physical, engineering, and computational sciences.

B. Ensure that Cornell remains a leader in the humanities and arts:

- Manage the demographic transition in the faculty with particular attention to recruitment and retention strategies.
- Support recruitment of senior faculty in literature who can have an impact on more than one department.
- Provide adequate office, classroom, and studio space.
- Build programs in contemporary media and technology.

- Continue to build a New York City presence and enhance international outreach efforts.
- Reexamine the role of the Society for the Humanities.
- Increase research support and endow departmental research funds.

C. Enhance the quality and cohesiveness of the social sciences:

- Support efforts in and across colleges to hire and retain the best social sciences faculty, particularly in fields that present clear opportunities for distinction.
- Build on our existing strengths in the family; poverty, inequality, and economic development; social and information networks; decision making; and public policy.
- Promote additional cross-college collaborations in research and teaching, with a special effort to draw in the professional school faculty.
- Pursue collaborative opportunities in the life sciences, sustainability, and information sciences.

D. Maintain Cornell's national stature in the physical sciences and engineering, especially strengthening specialties critical to multidisciplinary research:

- Strengthen disciplines key to modern high-speed and high-resolution imaging.
- Strengthen disciplines key to energy research and environmental research.
- Make Cornell one of the important national centers in computational science and engineering.
- Sustain and enhance our international standing in advanced materials and nanoscience.
- Complete the reorganizations of the Technology Transfer Center and the Economic Development office.

E. Develop strategies to improve access to Cornell, enhance undergraduate and graduate education, and continue to enhance an integrated living-learning environment:

- Work with college deans to develop strategies for regular and substantive curricular review, and continue the careful study and discussion of teaching requirements, teaching loads, and policies concerning teaching evaluation.
- Strengthen the Center for Learning and Teaching to enhance the effectiveness of our campus-wide, as well as college-specific, discussions of teaching.

- Make it the norm for Cornell students to have research and service learning experiences.
- Continue to review and restructure programs serving minorities and socio-economically disadvantaged students, and more fully integrate these programs and the students they serve into the full life of the Cornell community.
- Encourage the development of innovative and intellectually-substantive programs for the living/learning environment.
- Improve access to graduate education through changes to funding models and graduate fields.

F. Initiate a period of enhanced recruitment, development, and retention of diverse faculty and student bodies:

- Make a vigorous effort to hire underrepresented faculty into tenured positions across the university.
- Promote a climate that supports and engages all faculty.
- Increase efforts to recruit, nurture, and challenge students from underrepresented groups, in part, by implementing necessary changes in summer and academic-year programs.
- Create a rich language and conceptual framework for the discussion of race, ethnicity, gender, sexuality, religion, class, and nation.
- Become a leading example of how a university wrestles with the complex, and often contentious, issues of diversity.

G. Enhance Cornell's capacity to train globally competent students and increase Cornell's global reach and influence by expanding opportunities for international research collaborations and outreach:

- Make it the norm for every Cornell student to have a significant international experience, whether through traditional study abroad, short-term study abroad, international internships, or summer programs.
- Sustain and build on successful international research collaborations and exchanges while developing new models for successful international partnerships.
- Strengthen Cornell's international studies and language programs and support other interdisciplinary and cross-college initiatives addressing global issues.
- Promote recruitment of outstanding undergraduate and graduate students from abroad and move toward provision of need-based financial aid for such students.

H. Develop and communicate a contemporary and shared understanding of Cornell's land grant mission to three key audiences – the Cornell community, SUNY and the public:

- Explain how we utilize our land grant resources in a way that justifies their expenditure to the State of New York and provide the platform for increases in funding to the four contract colleges and to other relevant land grant activities across the entire university.
- Support and emphasize the historical land grant methodology, in which real-world problems help to shape the research, education and outreach missions of the university where consistent with the university's goals.
- Involve our undergraduate students in land grant efforts to make meaningful contributions to such efforts and to students' educational experiences.
- Develop land grant themes for the university that extend beyond the boundaries of a single college or outreach service.

I. Develop innovative and effective strategies to align our resources with our goals:

- Define academic priorities and help shape fundraising strategies for the campaign.
- Change policies and priorities in financial aid to recruit the best students.
- Improve our efforts in technology transfer.
- Evaluate and improve policies and operations of the research office.
- Refine the budget and capital planning processes.
- Continue to develop state/SUNY strategy.
- Enhance organizational effectiveness and efficiency by systematically reviewing functions and organizations to achieve on-going savings.
- Facilitate and strengthen organizational structure, climate, processes and operations in support of the academic objectives.