



Cornell University

Vice President for Budget and Planning

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Cornell University is seeking an outstanding individual with exceptional strategic, operational, financial, and interpersonal capabilities to join the senior leadership team as Vice President for Budget and Planning. The Vice President for Budget and Planning is the senior executive responsible for managing the institution's resources and the annual budgeting process, and reports directly to the Provost of Cornell University.

Cornell University

Innovation and diversity have been hallmarks of Cornell since its founding in 1865 by Ezra Cornell and Andrew Dickson White. It was nonsectarian and coeducational at its inception; and in the late 1800's Cornell was one of the first universities to admit students of color. Cornell is both a private university and the federal land-grant institution of New York State and it is recognized as one of the handful of truly superb, world-class research universities whose research informs its teaching and extension outreach missions. The University fosters personal discovery and growth, nurtures scholarship and creativity across a broad range of disciplines, and pursues understanding beyond the limitations of existing knowledge, ideology, and disciplinary structure.

As the largest and most comprehensive institution in the Ivy League, Cornell enrolls students who benefit from outstanding educational programs, a prestigious intellectual tradition, a democratic spirit, and sense of public service. The University's fourteen colleges and schools offer instruction in virtually every field, and numerous interdisciplinary programs provide wide-ranging opportunities for study that cut across traditional departments. The Colleges include: the College of Agriculture and Life Sciences; College of Architecture, Art, and Planning; College of Arts and Sciences; College of Engineering; School of Hotel Administration; College of Human Ecology; School of Industrial and Labor Relations; Graduate School; Law School; Johnson Graduate School of Management; Weill Cornell Medical College (New York City and Qatar); Weill Cornell Graduate School of Medical Sciences; and College of Veterinary Medicine.

Cornell students select their areas of study from a wide array of subjects and share the excitement of intellectual discovery with a faculty numbering over 3,000 (including the faculty of the Weill Medical College). It is not uncommon to find prominent scholars teaching introductory classes and offering courses for general enrollment. Forty Nobel Laureates have been affiliated with Cornell as faculty members or students. Ten current faculty members were elected in 2007 to major national academies, including the National Academy of Science, American Academy of Arts and Sciences, and National Academy of Engineering. Weill Cornell's Medical School in Doha, Qatar, is the first American medical school established outside of the United States. Cornell's College of Veterinary Medicine is ranked first in the nation by *U.S. News and World Report* in its 2008 edition of "America's Best Graduate Schools, and Cornell's engineering science and engineering physics programs have been ranked number one for three consecutive

years by *U.S. News and World Report*. The institution has a strong research enterprise, with over \$600 million in federal and non-federal research expenditures.

Cornell enrolls just over 20,000 students on campuses in Ithaca and New York City, New York and Doha, Qatar. The University employs over 3,000 full and part-time faculty and over 11,000 full and part-time staff. Cornell's total operating budget in 2009 was \$2.9 billion.

Located on beautiful Cayuga Lake, the Ithaca metropolitan area is home to more than 100,000 residents. There are six first-rate public school districts in Tompkins County, one regional vocational school (BOCES), one parochial school, three private schools, and several licensed-child care centers and nursery schools including the Cornell Child Care Center managed by Bright Horizons. Ithaca is home to four theatre companies, the Multicultural Resource Center, and almost daily performances of music and dance. Sports lovers will find nationally-ranked college teams, softball, soccer, dart, and bowling leagues, active running clubs, and exceptional athletic and sport facilities throughout the area. The local geology has created incomparable scenic beauty. The area state parks take full advantage of the creeks and cascades, gorges and waterfalls, and pools and ponds that the glaciers helped create. Cornell Plantations, the University's arboretum and botanical garden, centers on 200 park-like acres adjacent to the central campus, and includes 4,300 acres in the surrounding region, all open to the public.

Cornell's Leadership

In July 2006, David Skorton became the 12th president of Cornell University. President Skorton holds faculty appointments in Internal Medicine and Pediatrics at Weill Cornell Medical College (New York City campus) and in Biomedical Engineering at the College of Engineering (Ithaca campus). Previously, President Skorton was President of the University of Iowa for three years and a faculty member at Iowa for 26 years. He also served as Vice President for Research and External Relations at Iowa before assuming the presidency.

President Skorton appointed W. Kent Fuchs, Joseph Silbert Dean of Engineering at Cornell, to be Provost, effective January 2009. Provost Fuchs had served as Cornell's Dean of Engineering for six years. He was previously Head of the School of Electrical and Computer Engineering and Distinguished Professor at Purdue University 1996-2002 and a member of the University of Illinois faculty 1985-1996. Fuchs earned a B.S. in engineering from Duke University, a master of divinity degree at Trinity Evangelical Divinity School and a Ph.D. in electrical engineering at the University of Illinois.

Cornell University as a leader in the 21st Century

Cornell aspires to be the exemplary comprehensive research university for the 21st century on the basis of its distinctive status as a private university with a formal public mission. Faculty, staff, and students thrive at Cornell because of its unparalleled combination of quality and breadth; its high standards; its open, collaborative, and

innovative culture; the opportunities provided by beautiful, vibrant rural and urban campuses; and programs that extend throughout the state of New York and across the globe. The President and Provost have begun a comprehensive and collaborative strategic planning process that will engage the campus in establishing clear goals and plans for the next decade.

Cornell is responding to the current economic downturn with a collective effort to re-imagine the campus dealing with the immediate crisis and setting a sounder long-term course for the university. A number of actions have been taken to provide working capital and institutional liquidity and to address the consequences of the decrease in endowment earnings. The President has committed to regular communications and transparency with the Cornell community. Additional information about Cornell's handling of the current financial situation can be obtained at www.cornell.edu/budget.

The Position

The Vice President for Budget and Planning (VP) reports to the Provost of Cornell's Ithaca campus and provides leadership in applying the University resources to meet the institutional priorities and academic programming needs of the University. The VP is responsible for assisting the University in identifying institutional priorities and allocating resources through the annual budgeting process, through financial and capital planning, through administrative and academic reviews and through institutional self-examination. S/he is also responsible for: monitoring performance against budgets; advising and guiding University leadership on resource allocation; developing and advising on long- and short-term institutional planning; and providing information and research to support decision making and strategic planning.

Key areas of responsibility include:

- Providing advice on a range of long-term policy and strategic initiatives and collaborating with university leaders including the President, the Provost, Vice Provosts, Vice Presidents, and Deans on budgetary and strategic matters.
- Working closely with the Vice President for Financial Affairs and Chief Financial Officer of the Ithaca campus on the budget. The Vice President for Financial Affairs and Chief Financial Officer is responsible for reviewing and signing off on the budget before it is presented to the Board of Trustees.
- Engaging with the Associate Provost and Executive Vice Dean for Administration and Finance of the Weill Cornell Medical College on budgetary matters in New York City and Qatar.
- Interacting with faculty and staff, seeking advice and communicating clearly about processes and decisions impacting the budget.
- Serving as a key liaison with the Board of Trustees and along with the President, Provost, and senior staff, advising the Board on the full range of policy, strategy and budgetary matters.

The broad range of assignments and senior leadership roles creates the opportunity for the VP to work at the most senior level of the University to fulfill Cornell's mission of education, research and service and encourage academic excellence for students and faculty. The VP works across a diverse institution presenting the University as a singular entity while honoring the University's unique decentralized qualities.

The Division of Budget and Planning provides proactive planning tools and information in support of University priorities. The Division serves as a coordinating point for University-wide space and capital planning and for institutional research. The VP currently has nine direct reports: Assistant Vice President for Budget and Planning, Director of Institutional Research and Planning, Director of University Budget Office, Director of Planning Information and Policy Analysis, Project Director for Capital Priorities, Director of Space Planning, Director of Capital Budget, Director of Administration, and Executive Staff Assistant. The division has a total staff of 30 and an operating budget of \$3.8 million.

The Vice President for Budget and Planning is responsible for oversight of the following major functions:

University Resource Planning

- Development of the Ithaca campus annual operating budget and related in-year performance analysis and consolidation of the overall university budget plan.
- Development of multi-year financial planning models, resource and cost distribution policies, and budget assumptions in close coordination with other university financial and administrative offices, particularly the Vice President for Financial Affairs and Chief Financial Officer.
- Development of the annual budget request to the State University of New York (SUNY) and management of specialized budget services to meet New York State and SUNY requirements.
- Coordination and management of the financial relationship with SUNY and other state offices with New York State in close coordination with the Vice Provost for Land Grant Affairs, the Office of Government and Community Relations, and the Division of Financial Affairs.
- Development of the University capital plan and oversight of project funding for major capital projects in close coordination with the Vice President for Facilities Services.
- Facilitation of planning activities for operating initiatives and facilities projects that cross colleges or functions.
- Coordination of space allocation and utilization on the Ithaca campus.

Institutional Research and Academic Planning

- Preparation of policy and decision support analysis to inform and contextualize institutional decision-making in areas such as enrollment planning, financial aid policy, and endowment payout policy.
- Facilitation and leadership of institutional planning and policy development on issues which cross-institutional functions and organizations.
- Development of research about students, faculty, staff, and other activities in support of institutional assessment.
- Coordinate and facilitate institutional compliance requirements for degree program registration with New York State and accreditation requirements with Middle States Commission on Higher Education.
- In collaboration with the Vice Provosts, support for the Provost in undertaking college Dean searches, academic program reviews and other academic related initiatives as needed.
- Stewardship and dissemination of data to university, college and unit leaders for use in decision support.

Key Challenges and Opportunities

The Vice President for Budget and Planning will lead innovative change that will improve the use of the University's resources while maintaining the institution's high degree of stewardship in responsible management of the resources entrusted to it.

Key opportunities for the Vice President for Budget and Planning include:

- **Create and implement an enhanced comprehensive budget model.** Allowing for the distinct operating models of the endowed, contract, enterprise, and medical school, design, implement and document a comprehensive and transparent budget model that presents a coherent view of the University's financial activities and provides common understanding, operational and financial incentives, and decision support for all major operating units.
- **Evaluate and enhance resource and cost distribution practices** to achieve the highest standards of equity, efficiency, and transparency and to achieve strategic goals and priorities. Key areas to be examined include the distribution of university services and administrative overhead costs, pooled financial aid, cross-college instructional costs, and shared operations and facility costs.
- **Strengthen the interaction, coordination, and communication** between the central budget function, the central finance, accounting and treasury offices and operating unit administrators.
- **Establish effective budget planning presentations and communications** to the Board of Trustees, senior leaders, and the campus, including a financial

planning web site with budget information, assumptions, guidelines, calendars, glossary of terms, and overview of the budget process.

- **Partner** with other university leaders to design, implement and assess institutional strategic planning.
- **Be the steward for gathering and disseminating critical data** across the University with the goal of assisting the various units to design and receive reports that will allow them to more effectively review and manage their operations.

Qualifications

The Vice President will be an individual with exceptional administrative and financial skills who can serve as a key contributor to the senior leadership team at the University. S/he must work at the highest levels of integrity, honesty, and openness, and create strong and enduring collaborative relationships with key leaders across the University, the faculty, the staff, and the Board. The Vice President will be an inclusive leader who weighs decisions thoughtfully and involves others in the decision-making process as appropriate. Senior-level operational experience in a comparably complex setting and a graduate degree with at least ten years of progressively responsible experience in budget and planning are expected.

The new Vice President will have the following qualities and attributes:

- Demonstrated leadership and expertise in the areas of budget, finance, institutional research and planning, and policy analysis.
- Proven seasoned leadership success across environments of comparable size and complexity, and the energy and interest to work with all divisions of the University, large and small.
- Willingness to delegate significant responsibility to staff and provide overall leadership for the office as it relates to other parts of the University.
- Successful experience managing operations in a large, complex organization.
- Commitment to fostering relationships throughout the institution.
- Appreciation of academic values and standards of excellence.
- Respect for and understanding of mission-driven institutions.
- Ability to deal with strong personalities at all levels of the institution.
- Strong work ethic and the ability to work with large ongoing projects as well as address the daily issues that require resolving.
- Proven experience making public presentations to financial groups, including boards.
- Consensus builder with vision, comfort facilitating change, patience, flexibility, and the ability to engage very smart people in difficult and challenging decisions.
- Ability to work effectively in an environment with ambiguity and uncertainty.
- Creative, innovative, and entrepreneurial qualities.
- Ability to multitask in a pressure-filled environment.
- Intellectual curiosity.

- A thoughtful listener, strategic thinker, strong communicator, diplomat, and team player with unquestionable integrity.
- A sense of humor.

Applications and nominations should be submitted to:

Elizabeth Adkins Neumann
Brill Neumann Associates, Inc.
312 Stuart Street
Boston Massachusetts 02116
cornellvp@brillneumann.com

Please see www.cornell.edu for additional information about Cornell University.

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