

Management Education Planning Task Force  
April 2009

**Charge**

Cornell University must address a \$215 M operating budget deficit on the Ithaca campus. This will require a substantial correction—between 15 and 18 percent of the unrestricted budget, with larger corrections likely among administrative units (see [www.cornell.edu/budget](http://www.cornell.edu/budget) for more on the budget challenge and responses).

Solving this budget challenge will require unprecedented coordination across campus constituencies, and a process that imbues budget reduction and revenue enhancement strategies with credibility. Major decisions will need to be made well before the end of the Fall 2009 semester, so that changes can be implemented beginning in fiscal year 2011.

Given the magnitude of the challenge, and the diffusion of management programs across the Ithaca campus<sup>1</sup>, Provost Kent Fuchs is establishing a management education planning task force to make recommendations about management education priorities, and opportunities for cost savings and revenue enhancements. The recommendations of this task force will be considered alongside recommendations from college-based task forces, particularly those affected by the recommendations of this group (see attached charge for colleges and schools).

The task force should focus on the following questions:

1. Which management or business areas must be grouped within a business School structure, and which should exist in disciplinary areas if Cornell is to continue to be an elite undergraduate and graduate institution for management?
2. What are Cornell's highest-ranked management sciences research areas? Which areas are making significant progress? Which areas are at risk of significant declines?
3. In which management sciences areas should Cornell focus new investments and minimize budget reductions?
4. What changes in the Graduate School, the graduate field system, and the list of current graduate fields would benefit the management sciences?
5. How critical is the support of disciplinary departments and colleges (i.e., economics) to the achievement of excellence in management education and

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<sup>1</sup> The management sciences group includes not just the Johnson School and the AEM department within CALS, but also significant portions of the Hotel School and disciplinary groupings within the ILR School and the College of Human Ecology.

research? Should those disciplines be structured differently to support the management unit(s)?

6. Are there management education units that should be merged? Are there management science centers, programs, fields, or departments that should be closed? What would the costs and benefits of these changes be? What roles should faculty, administrators, students, and alumni play in identifying and implementing mergers and closings?
7. What other opportunities exist for budget reductions and revenue enhancements in the management sciences that will not cause undue harm to the core missions of research, teaching, and outreach?

Throughout, consideration should be given to how planning decisions will be implemented, what difficulties might arise, and what resources and support will be necessary to achieve change.

It will be critical that the task force structure its work in a way that allows for input from, consultation with, or participation by, relevant constituencies. This need for transparency must be balanced against the need to be expeditious, efficient, and capable of making hard decisions. It is inevitable that some recommendations will be unpopular with some constituencies, but if Cornell is to enhance its prominence in the social sciences, this task force cannot allow a desire to avoid conflict deter it from making bold recommendations.

An initial report is due to Provost Fuchs by July 1, 2009. The final report is due by September 15, 2009.