

Cornell University



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Strategic Planning:

A University Initiative to Reimagine Cornell

Provost Kent Fuchs



Strategic Planning – Analysis and Recommendations

Cornell led academic task forces

- 10 Colleges/Schools
- Graduate School
- Life Sciences
- Social Sciences
- Management Sciences
- Budget & Planning
- Libraries
- CIS
- CESS
- Student Enrollment
- Student Services

Consultant analysis

- Analysis of administrative functions across the university
- University-level decisions made by President and Provost

Strategic Plan document

- Faculty strategic plan advisory council
- Broad working groups (education, scholarship...)



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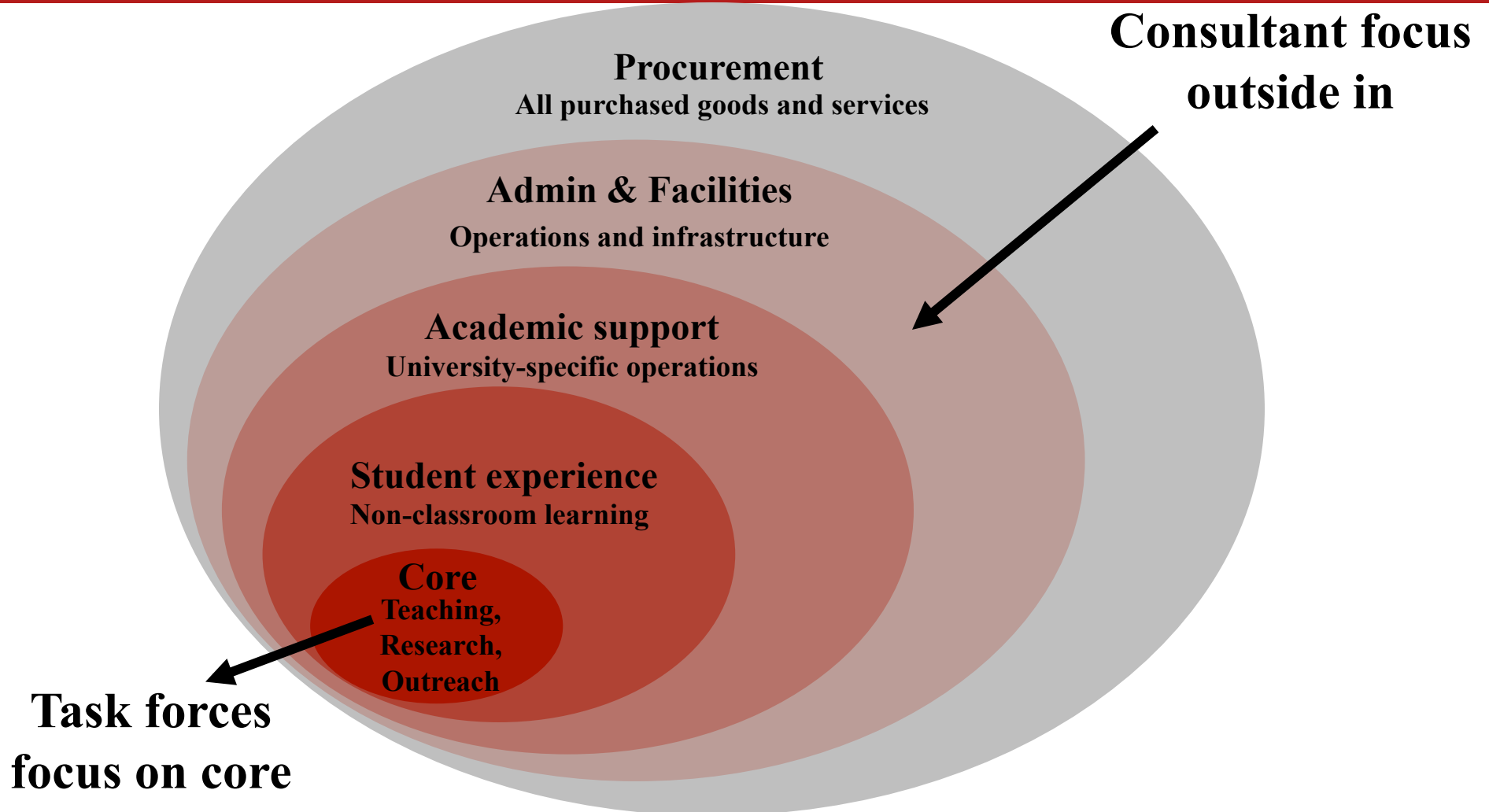
Our Financial Challenge

- Five Year Projection: \$215 Million (October 2008)
 - Endowment (\$80M)
 - Operating (\$135M)
- Our Budget Response (January 2009)
 - 15% reduction in endowment payout
 - 5% reallocation of reserves from colleges/school
 - 5% reduction in budgets across the university
- Staff Retirement Incentive >400 staff (July 2009)
- Current Financial Challenge (October 2009)
 - \$135M remaining to solve



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Preserving and enhancing the core is critical to Reimagining Cornell





Input and Decisions

- University-level decisions will be made by:
 - President
 - Provost
- Formal recommendations will emerge from:
 - Academic task forces
 - External consultants
 - Strategic planning advisory committees
- Input and advice will be sought from:
 - Faculty
 - Students, Staff, and University Assemblies
 - Campus leaders (Deans, Vice Presidents, Dept. Chairs)
 - Cornell community



Many Important Questions

- What is our core mission?
- Do we need enhanced academic focus?
- What are our academic priorities?
- Is Cornell more complex than it needs to be to achieve its core mission?
- Do our budget models support appropriate incentives for achieving greater academic excellence?



What Will Guide Our Decisions?

1. Decisions on reorganizing our programs and activities should be made based on the importance of those activities to the university's core mission with the objectives of enhancing academic excellence, increasing effectiveness and efficiency of functions, and reducing expenditures.
2. Expenditure reductions should be greatest in administrative operations, consonant with appropriate processes and risk management, recognizing that those operations occur across the university in colleges and central units and must be viewed holistically.
3. All units across the university will contribute to reducing the structural financial deficit of the university.
4. Final decisions will be made by the president and provost after broad and transparent consultation, with special consideration of the opinions of those most conversant with the areas under review.
5. Decisions should be made as much as possible with the intention of optimizing the quality and value of colleges, individual units, and the entire university but, if a conflict exists, it should be decided in favor of the greater university.



Timeline

- **October 2009**
 - Administrative savings: early decisions
 - Colleges and academic task force reports completed and initial decisions made
 - Strategic planning advisory committee appointed
- **November 2009**
 - Consultation and discussion of academic task force reports
 - Implementation of administrative savings plan
 - Strategic planning working groups engaged
- **December 2009**
 - President and Provost make initial university-level academic decisions
 - Draft FY11 budget actions are decided



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Timeline

- **March 2010**
 - Draft Strategic Plan is released for comment and input
- **May 2010**
 - Strategic Plan released



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Communication

- Regular public forums
- Website updated regularly
- Briefings and outreach to smaller groups
- Regular reporting through public media
- Presidential statements
- Your engagement



Strategic Planning – Analysis and Recommendations

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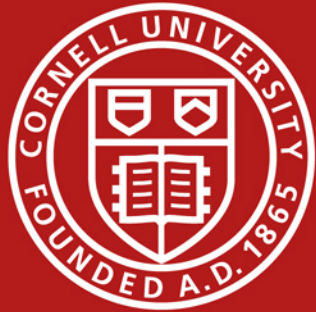
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