ADMINISTRATION EFFICIENCIES

Deputy Provost David Harris
September 9, 2009
Reimagining Cornell: The Role of Consultants

Deputy Provost David Harris
Faculty Senate Meeting
September 9, 2009
Preserving and enhancing the core is critical to Reimagining Cornell

Consultants focus outside in

Task forces focus out from core

Core
Teaching, Research, Outreach

Student experience
Non-classroom learning

Academic support
University-specific operations

Procurement
All purchased goods and services

Admin & Facilities
Back-office business operations/ infrastructure
Strategic Planning – Analysis and Recommendations

Cornell led academic task forces
- 10 Colleges/Schools
- Graduate School
- Life Sciences
- Social Sciences
- Management Sciences
- Budget & Planning

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…)

- Libraries
- CIS
- CESS
- Student Enrollment
- Student Services
# Cornell Liaisons to External Consultants

## Key roles and responsibilities

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<th>Cornell resources</th>
<th>Key roles and responsibilities</th>
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| Project Leaders   | • Provide visible leadership and overall governance  
                    • Evaluate comprehensive list of cost reduction options  
                    • Make decisions about which options to pursue and path forward  
                    • Resolve issues and conflicts as they emerge | David Skorton  
                    Kent Fuchs | Monthly  
                    Additional as needed |
| Project Manager   | • Provide detailed direction for the project  
                    • Make day-to-day operational decisions  
                    • Present cost reduction opportunities as they arise  
                    • Facilitate internal communications  
                    • Establish project deliverables/milestones | David Harris | Weekly  
                    Informal contact likely multiple times a week |
| Project Core Team | • Help develop, refine, and validate hypotheses  
                    • Vet emerging recommendations  
                    • Provide key perspective on value and ‘implementability’ for each major recommendation | Kent Fuchs  
                    David Harris  
                    Joanne DeStefano  
                    Bill Fry  
                    David Hajjar  
                    Susan Murphy  
                    Mary Opperman  
                    John Siliciano  
                    Paul Streeter | Every 2-3 weeks |
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
Cornell University