Call To Order – Speaker Bruce Lewenstein (1 min)
*Consent Items – Speaker Bruce Lewenstein (1 min)
  • Approval of the December 9, 2015 Minutes as Distributed
  • Approval of College of Arts & Sciences Professor of Practice Title
  • Faculty Matters – Mike Fontaine, Acting & Associate Dean of University Faculty (10 min)
  • Response to College of Business Resolution; Provost Town Hall Meeting; Faculty Soup; DOF Website Redesign; CUPD Investigation update; Divestment response & new guidelines; BOT meeting report; Congratulations to Weiss Fellows
Nominations & Elections Report, including candidates for spring elections – Mike Fontaine, Acting & Associate Dean of University Faculty (5 min)
President Elizabeth Garrett– Provost Michael Kotlikoff (45 min)
  • Update on Provost’s Working and Governance Committees
  • Trustees meeting and creation of new Cornell College of Business
  • Q&A
Open Meeting (25 min)
General Good and Welfare (3 min) (Presentation of Thank You Resolution for Joe Burns)

*Consent Items
Consent Vote By Senators

• APPROVAL OF THE DECEMBER 9, 2015 MINUTES

• PROPOSAL FOR ARTS & SCIENCES PROFESSOR OF PRACTICE
Faculty Matters

- Provost Town Hall Meeting
- Faculty Soup
- DOF Website Redesign
- CUPD Investigation Update
- Divestment Response & New Guidelines
- BOT Meeting Report
- Congratulations to Weiss Winners
- 2016 **ELECTION** Nominations extended until February 18, 2016
- 2016 Election will be held **Monday, March 21 beginning at noon through 11:59PM Wednesday, March 23, 2016**
PROVOST TOWN HALL FORUM FOR FACULTY AND STAFF

• WEDNESDAY, FEBRUARY 17, 2016 @ 4:30-6:00PM IN LEWIS AUDITORIUM, GOLDWIN SMITH HALL
Congratulations to the new Weiss Fellows

Charles Aquadro
Molecular Biology & Genetics

Laura Harrington
Entomology

Sean Nicholson
Policy Analysis & Management

Nominations please!! 11 March 2016
CALL FOR NOMINATIONS HAS BEEN EXTENDED UNTIL FEBRUARY 18, 2016

ELECTION WILL BE HELD ON MONDAY, MARCH 21-WEDNESDAY, MARCH 23, 2016
**FACULTY TRUSTEE - FINAL**
Total Nominations: 9
Males: 7
Females: 2
Accepted Nominations: 4 Males

**DEAN OF FACULTY - FINAL**
Total Nominations: 26
Males: 10
Females: 16
Under-Represented Minorities: 1 Male (also included in total of males)
Accepted Nominations: 1 Female and 2 Males

**ASSOCIATE DEAN OF THE FACULTY - FINAL**
Total Nominations: 4
Males: 3
Females: 1
Under-Represented Minorities: 1 (included in the total of males)
Accepted Nominations: 2 Males
OPEN SEATS

- Dean of Faculty seat (1)
- Associate Dean of Faculty seat (1)
- Faculty Board of Trustee seat (1)
- University Faculty Committee seat (1)
- Senator
- University Faculty Committee seats (2)
- Non-Senators
- Nominations & Elections Committee seat (1)
Risa Lieberwitz, Professor, Labor and Employment Law, College of Industrial and Labor Relations

Paul Soloway, Professor, Nutritional Science, College of Human Ecology

Charles Van Loan, Professor, Computer Information Science
Associate Dean of the Faculty
3 Year Term – 2016-2019

Chris Schaffer, Associate Professor
Biomedical Engineering, College of Engineering

Alex Susskind, Associate Professor
Food and Beverage Management, College of Hotel Administration
FACULTY TRUSTEE – 1 VACANCY
4 YEAR TERM – (2016-2020)

Charles Brittain, Professor, Classics Dept., College of Arts and Sciences

Eric Cheyfitz, Professor, English and American Indian Program, College of Arts and Sciences

Bruce Lewenstein, Professor, Communication, College of Agriculture and Life Sciences

Laurent Saloff-Coste, Professor Dept. of Mathematics, College of Arts and Sciences
UNIVERSITY FACULTY COMMITTEE
(NON-SENATOR SEATS)
2 VACANCIES – 3 YEAR TERM (2016-2019)

Durba Ghosh, Associate Professor, History Dept., College of Arts and Sciences

• SEEKING ADDITIONAL NOMINATIONS

• PLEASE NOMINATE YOURSELF OR A COLLEAGUE

• PLEASE SEND NOMINATIONS TO deanoffaculty.@cornell.edu BY THURSDAY, FEBRUARY 18
UNIVERSITY FACULTY COMMITTEE – (SENATOR SEAT)  
1 VACANCY – 3 YEAR TERM (2016-2019)

• SEEKING NOMINATIONS

• PLEASE NOMINATE YOURSELF OR A COLLEAGUE

• PLEASE SEND NOMINATIONS TO deanoffaculty@cornell.edu
  BY THURSDAY, FEBRUARY 18
NOMINATIONS & ELECTIONS COMMITTEE
1 VACANCY – 3 YEAR TERM (2016-2019)

• SEEKING NOMINATIONS

• PLEASE NOMINATE YOURSELF OR A COLLEAGUE

• PLEASE SEND NOMINATIONS TO deanoffaculty.@cornell.edu BY THURSDAY, FEBRUARY 18
Faculty Senate

Provost’s Report
February 10, 2016
1. Update on the Provost’s Governance and Working Committees

2. College of Business: Vision, Rational, and Process
Provost’s Governance and Working Committees

- Administrative & Support Costs
- Strategic Capital Planning
- Academic Technology & Online Learning
- Public & Global Activities
- Admissions & Financial Aid
- Curriculum Oversight
  - Common Curricular Elements
  - Governance, College Processes
  - Access to Gateway Courses
Admissions & Financial Aid Working Group

• Analyzed Cornell’s international undergraduate admissions and financial aid processes relative to peers and recommended changing to need-aware admissions.

• Analyzed Cornell’s approach to undocumented immigrants’ applications and financial aid and recommended changing to consider applicants with DACA status (Deferred Action for Childhood Arrivals) in the same applicant/aid pool as U.S. citizens and permanent residents.
Curriculum Oversight Committee

A. Common Curricular Elements Subcommittee: recommending common academic experience and whether there should be shared educational requirements across all colleges

B. Governance, College Processes Subcommittee: ensuring curricular offerings are not duplicative and new offerings are launched to fulfill educational goals rather than to compete for tuition revenue

C. Access to Gateway Courses: determining if students are having difficulties enrolling in required courses and proposing strategies for alleviating the problems
Common Curricular Elements Subcommittee

Glenn Altschuler, Dean, Continuing Education & Summer Sessions
Yamini Bhandari, ILR Student, Student-elected Trustee
*Ross Brann, Professor, Near Eastern Studies, University Faculty Committee
Carlton Burrell, ILR Student, Black Students United Member
Abby Cohn, Professor, Linguistics
Salah Hassan, Professor, History of Art and Africana Studies
Kent Kleinman, Dean, Architecture, Art & Planning
Ryan Lombardi, Vice President, Student & Campus Life
Mitch McBride, A&S Student, Student Assembly Member
Gretchen Ritter, Dean, College of Arts & Sciences
John Siliciano, Senior Vice Provost for Academic Affairs
Paul Soloway, Professor, Nutritional Sciences, Academic Freedom & Professional Status of the Faculty
Julia Thom-Levy, Associate Professor, Physics

*chair of the subcommittee
Governance, College Processes Subcommittee

Kathryn Boor, Dean, College of Agriculture & Life Sciences
David Delchamps, Associate Professor, Electrical & Computer Engineering, Educational Policies Committee and Distance Learning Committee
Mike Fontaine, Associate Professor, Classics, Acting Dean of the Faculty, Educational Policies Committee, University Faculty Committee
Gabe Kaufman, ILR Student, Student Assembly Member
David Pizarro, Associate Professor, Psychology, University Faculty Committee
David Sherwyn, Professor, School of Hotel Administration
John Siliciano, Senior Vice Provost for Academic Affairs
*Ron Harris-Warrick, Professor, Neurobiology & Behavior, Educational Policies Committee

*chair of the subcommittee
Access to Gateway Courses Subcommittee

Beth Ahner, Professor, Biological & Environmental Engineering, CALS
   Associate Dean
Avery August, Professor, Microbiology & Immunology
Pat Cassano, Associate Professor, Nutritional Science, Educational
   Policies Committee
Barb Knuth, Senior Vice Provost and Dean of the Graduate School
Amy McCune, Professor, Ecology & Evolutional Biology, Financial Policies
   Committee
*Chris Ober, Professor, Materials Science & Engineering
Pam Tolbert, Professor, ILR, Educational Policies Committee
Marty Wells, Professor, ILR and Computing and Information Sciences
Mariana Wolfner, Professor, Molecular Biology & Genetics, Faculty-elected
   Trustee

*chair of the subcommittee
College of Business
Vision, Rationale, and Process

Faculty Senate
February 10, 2016
Provost Michael I. Kotlikoff
The Cornell College of Business (CCB)

- A unified College of Business consisting of:
  - School of Hotel Administration
  - C. H. Dyson School of Applied Economics and Management
  - S. C. Johnson Graduate School of Management

- Schools maintain unique identity and focus, but faculties are integrated academically and CCB Dean responsible for overall budget management

- Dyson is a shared School within CCB and CALS
Vision

Increased Excellence, Influence, and Visibility to benefit Cornell students and faculty

- Attract the strongest faculty and students and catalyze their interactions
- Innovate to meet future challenges
- Enhance collaborative programs amongst Cornell’s Colleges, Cornell Tech, Weill Cornell, and with global partners
- Raise the awareness of Cornell’s business schools through unified marketing
Vision

The Business School of the Future:

○ Deep expertise and engagement in three of the world’s largest industries – food, hospitality, and technology

○ Research focus on the world’s major challenges – sustainability, shared prosperity, wealth imbalance

○ Combine practical knowledge and operations training with the most sophisticated financial education

○ Prepare students for a world of constant technological innovation and disruption
Past Analyses of Business Program Fragmentation

1) November 2009: Management Task Force Faculty committee

2) December 2010: Business at Cornell Task Force

3) May 2010: A Strategic Plan: Cornell at its Sesquicentennial

4) September 2011: University-wide Business Minor; Sub-committee of Business at Cornell

5) 2013-2014 AACSB Accreditation Report

6) September 2013: Business, Management and Economics at Cornell; White Paper for Discussion by the Board of Trustees

7) March 2014: King-Shaw proposal following retreat
Where we are now

1. Three small accredited programs (45-60 faculty) (Wharton is 220 and Harvard is 173)
2. Each must meet general business accreditation requirements (finance, accounting, marketing, etc.), as well as research and outreach missions
3. Limited visibility among top business programs
4. Schools address own needs without considering common problems and opportunities
5. Tuition flow influences student access to courses
6. Difficult to mount common programs (Cornell Tech, entrepreneurship, global partnerships)
7. Graduate programs redundant with overlapping administration and resource constraints
Cornell Peer Business Schools: Tenure Track Faculty

Number of faculty

Cornell
Peer Business Schools: Operating Budget

Cornell
Dyson Relative to Median of Top 10 Undergraduate only Business Programs (BW and US News)

% Faculty
- Marketing 57%
- Finance 29%
- Accounting (no PhD’s) 25%
- Management 16%

% Operating Budget 34%
% Endowment 34%

(Carnegie Mellon, Emory, Wash. U., UNC, Virginia, Georgetown, Notre Dame, Indiana U., Michigan)
Benefits for Cornell

○ Business Colleges in the modern university drive collaborations essential to the application of new knowledge and ideas for society’s benefit

○ Students are increasingly drawn to dynamic areas of the economy and require easy access to business disciplines

○ The CCB will immediately be a top 10 business school in terms of scale and impact, with 145 research faculty and nearly 2,900 undergraduate, professional, and graduate students

○ Enhance cross-disciplinary research and grow national and international influence of faculty scholarship

○ Leverage the University’s current investments and enable new collaborative program development
Benefits to Schools

1) Enhanced faculty and student interactions

2) Faculty recruitment improved and made more strategic

3) Expanded opportunities for joint graduate, professional, and executive education programs

4) Expanded participation in Cornell Tech

5) Ability to launch larger and more impactful global programs with collaborators

6) Shared support services and administrative expertise
Why Now?

- Cornell now has three accredited business programs (SHA has moved progressively toward a business school model)
- Transition in SHA and Dyson leadership
- Current leadership capacity
- President and Provost committed to undertake difficult organizational changes to enhance Cornell’s programs
What Are the Risks?

○ Damage to CALS?

○ Merger will damage Dyson and SHA ranking?

○ Loss of identity and focus?

○ Long term alumni disaffection?

○ Adding bureaucracy?

○ Injury to faculty governance process?
Mitigation Strategies

- Schools will be led by their own dean
- Schools will maintain own faculty
- Schools will manage admissions
- School faculties will determine the curriculum
- Each school’s faculty will be engaged in the selection of the next dean of the school
- Each school’s faculty are represented by a faculty member in the leadership of the new Cornell College of Business
- Gifts designated to each school will continue to benefit the school
- Formation of the new College will not financially damage CALS
- Statler Hall will remain home to SHA, with the Statler Hotel continuing to function as a living “management laboratory”
- Each school will continue to run their own alumni organizations
Staged Process

STEP 1: Trustee Vote – required to initiate faculty process

STEP 2: Engage faculty, staff, students, and alumni. Groups work together to recommend academic organization of the CCB; financial structures; organization of administrative support; responsibilities of Deans; advisory councils
Engagement and Input

- Provost’s Steering Committee
- Faculty Governance Committee
- Alumni Advisory Committee
- Staff Synergy Group
- Communications Synergy Group
- Undergraduate and Graduate Student Synergy Committees
Timeline

- December: Proposed to Exec Committee
- January: BOT vote on Bylaw Change
- February: Dean Searches
- March: Faculty, Students, Staff, Alumni, work on governance
- April: Update to BOT
- May: Update to Ex. Comm.
- June: CCB launches Dean Searches
- July: Update to BOT
- August: BOT
- October: BOT
Discussion
General Good and Welfare
RESOLUTION TO HONOR JOSEPH A. BURNS FOR HIS SERVICE AS DEAN OF THE FACULTY

Whereas Joseph A. Burns has contributed three and a half years as Dean of the Faculty; and

Whereas the Office of the Dean of the University Faculty serves as the nerve center for more than 1700+ members of the University Faculty; and

Whereas Joseph A. Burns has served the University Faculty admirably in matters pertaining to representing and advocating the interests of faculty to the President, the Trustees, and the University community; guiding activities of the Faculty Senate and carrying out its decisions; being available to faculty, students and to members of the University community to help resolve various problems that arose as well as many other administrative issues;

Therefore Be it Resolved that the University Faculty Senate on behalf of the University Faculty extends its sincere gratitude to Joseph A. Burns for the loyal and valuable service he has rendered during his three and a half years as the Dean of the University Faculty; and

Therefore Be It Further Resolved that the University Faculty Senate extends its heartfelt thanks to Joseph A. Burns and best wishes for good health.