Cornell College of Business

Update during Reunion Weekend
Cornell University
June 11, 2016
A unified College of Business consisting of the School of Hotel Administration, the S. C. Johnson Graduate School of Management and the Charles H. Dyson School of Applied Economics and Management (shared with CALS).

Schools maintain unique identity and focus, but are enhanced by bringing together faculty, curricular offerings, and programs under one unifying entity.

All three schools will benefit from enhanced faculty and student interactions, expanded opportunities for graduate programs, career services, NYC programming, and executive and professional education. Scale helps.
Peer Business Schools: Tenure Track Faculty

Number of faculty

Cornell
Peer Business Schools: Operating Budget

College of Business
## Executive Summary

<table>
<thead>
<tr>
<th>Core Integration Activities</th>
<th>Key Results</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Seven Cornell-wide committees</strong> formed and tasked with transition steps. <em>Extensive consultation</em> with stakeholders.</td>
<td>Steering committee approved recommendations with comments; Faculty governance model has been created by faculty. (April 2016)</td>
<td>Reports posted to use as foundational CCB guidelines for launch; Additional task forces created including Vision, Mission, Core Values (July 2016)</td>
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<td><strong>2. 15+ integration gatherings</strong> held to create communities, relationships across faculty and staff.</td>
<td>Many synergies in Accounting, Entrepreneurship and Administration; Sustainability, Farm-to-Fork (Ongoing)</td>
<td>Build on creating a trusting, positive culture for CCB among three schools; All-CCB picnic held (May 23)</td>
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<td><strong>3. Formation of Leadership Team</strong></td>
<td>8 leadership roles appointed (May): • Dean, Deputy Dean, Dean of External Relations, SHA Interim Dean, Johnson Dean • 3 Associate Deans in Admin</td>
<td>Appoint (by July – August): • 1 School Dean • Associate Dean of AA&amp;D • Area Coordinators</td>
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<td><strong>4. Understand CCB budget components</strong> and school resources and expenses in CALS, Dyson, SHA, Johnson.</td>
<td>Collaborative understanding of current resources; Committees formed to develop financial processes considering CALS component (May)</td>
<td>Define budget responsibilities across schools; develop consistent reporting at the program, school and college level. (August)</td>
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<td><strong>5. Numerous alumni meetings and tri-school Advisory Council Dinner.</strong></td>
<td>Positive interactions and constructive feedback for leadership (Ongoing)</td>
<td>Continue to collaborate in cross-school events and meetings (Fall)</td>
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CCB Faculty Architecture

- Faculty remain affiliated with a **School**; each School will remains responsible for its programs and curriculum.
- CCB Faculty are also affiliated with crosscutting **Areas**; these integrate faculty by shared research and teaching interests, create opportunities for new programs, enhanced faculty hiring, etc.
- **7 Area** Coordinators appointed from affiliated faculty.

3 unique Schools

- **Dyson School** (joint w/CALS)
  - BS Applied Economics & Management
  - 11 concentrations & business minors, incl.
    for engineers, life sciences, others
  - MS/MPS/PhD in AEM

- **School of Hotel Administration**
  - BS Hotel Administration
  - 3 concentrations & minor in real estate
  - MMH
  - MPS in Real Estate
    (Baker, joint w/AAP)
  - MS/PhD

- **Johnson School**
  - MBA.
  - CornellTech MBA
  - 3 Joint Degrees
  - MPS/PhD in Management

7 Crosscutting **Areas**

- Accounting
- Applied Economics and Policy
- Finance
- Management and Organizations
- Marketing and Communication
- Operations, Technology & Information Management
- Strategy and Business Economics

Schools preserve unique missions and programs

College of Business
2017 CCB Faculty Profile
(headcount)

Faculty by Headcount

Total CCB

- Tenured / Tenure Track: 155
- Non Tenure Track: 65
- Total: 220

SHA

- Tenured / Tenure Track: 47
- Non Tenure Track: 27
- Total: 74

Johnson

- Tenured / Tenure Track: 61
- Non Tenure Track: 26
- Total: 87

Dyson

- Tenured / Tenure Track: 47
- Non Tenure Track: 12
- Total: 59

College of Business
2016 CCB Student Profile

College of Business
Substantial Gains Ahead in AY’16-17

• STUDENTS
  • Increased ability to attract the best students through enhanced admissions
  • Increased course cross-listing, coordinated scheduling reduces course conflicts, enhances student satisfaction
  • Expanded and integrated career services attracts more recruiters to campus
  • New entrepreneurship/innovation minor, MAcc offer new options
  • Expanded Executive/Non-degree programming grows revenues and brand
  • Expanded NYC programming, including Dyson and SHA students

• FACULTY
  • Ability to hire best faculty increases
  • Themes in sustainability, entrepreneurship, food systems, business analytics form and enhance faculty collaborations and new programs
  • PhD student synergies enhances faculty research support

• ALL
  • New Breazzano Family Center for Business Education in Collegetown in 2017 and 3-floor classroom/conference space in mid-town Manhattan from 6/16.

College of Business
2017 Academic Revenue Sources

In million USD

<table>
<thead>
<tr>
<th></th>
<th>Tuition Revenue</th>
<th>Other Income</th>
<th>Investment Income, and Gifts</th>
<th>State Appropriations - Land Grant</th>
<th>Hotel Revenue</th>
<th>Contracts and Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dyson</td>
<td>$53m</td>
<td>38</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Johnson</td>
<td>$107m</td>
<td>79</td>
<td>8</td>
<td>20</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>SHA</td>
<td>$95m</td>
<td>56</td>
<td>8</td>
<td>19</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Combined Schools</td>
<td>$255m</td>
<td>173</td>
<td>4</td>
<td>21</td>
<td>19</td>
<td>37</td>
</tr>
</tbody>
</table>

College of Business
2017 Academic Expenditures

In million USD

- Dyson: $50m
  - Personnel Expense: 11
  - General Expense: 27
  - Financial Aid: 3
  - University Allocated Costs: 15
  - USP Tax: 1
  - Other: 2

- Johnson: $109m
  - Personnel Expense: 11
  - General Expense: 51
  - Financial Aid: 1
  - University Allocated Costs: 4
  - USP Tax: 7
  - Other: 1

- SHA: $100m
  - Personnel Expense: 18
  - General Expense: 16
  - Financial Aid: 18
  - University Allocated Costs: 4
  - USP Tax: 1
  - Other: 4

- Combined Schools: $258m
  - Personnel Expense: 110
  - General Expense: 40
  - Financial Aid: 41
  - University Allocated Costs: 50
  - USP Tax: 14
  - Other: 4

College of Business
CCB Performance Metrics

• Rankings of CCB and Schools vs. pre-CCB (annual)
  • Track visible measures of prestige
• Revenues of CCB and Schools vs. pre-CCB (annual)
• Faculty size and academic performance metrics (annual)
• Student body profile: size/diversity/placement (annual)
• Satisfaction via surveys of key stakeholders with attention to:
  • Response to branding/identity
  • Faculty and staff cohesion
  • Feedback from all stakeholders
• Progress as compared to business plan (annual)
## Key Issues and Risks

<table>
<thead>
<tr>
<th>KEY ISSUES</th>
<th>RISKS IDENTIFIED</th>
<th>NEXT STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>One School Dean has not yet been named</td>
<td>Leadership vacuum creates uncertainty and impedes forward progress</td>
<td>Dyson Dean recruitment (search launching now)</td>
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<tr>
<td>Need to show gains for all student groups in AY’16-17</td>
<td>Reduced student satisfaction and heightened frustrations if no tangible quick wins</td>
<td>Task forces launched/ing to deliver quick wins to stakeholders within first year</td>
</tr>
<tr>
<td>Financial constraints</td>
<td>School finances already tight due to Univ. budget changes, inhibiting program growth</td>
<td>Continue to build synergies across Schools; prepare new revenue-generating programs for FY’18 launch</td>
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<tr>
<td>Need to win broader faculty and staff support</td>
<td>May lose momentum and enthusiasm</td>
<td>Targeting quick wins through FPC, cultural integration, enhanced research support, Areas improve coordination</td>
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</table>
Immediate Actions: Summer 2016 (July 1 CCB launch)

1. School budget rules in place July 1
2. Admissions landing page established to reduce prospective student confusion July
3. New Dyson staffing in comms, marketing, diversity & inclusion September
4. CCB Advisory Council created September
5. Area Coordinators, SHA/Johnson Deans in place, Dyson Dean search underway July
6. CCB branding study launch August
7. Expanded career services staff in place, improved/integrated employer relations August-September
Goals and Ambitions

• Be regarded as the leader in business education and research
• Distinctive brand and programs in business education
• Faculty strengthened through growth, cohesion, collaboration
• New degrees at all levels with enriched student recruitment, services, placement and support
• Revenue enhancement through gifts and programs
• Continued alumni engagement via Schools enhanced by new CCB opportunities
• Be widely regarded by staff as a preferred employer in the industry and region.
THANK YOU
• • •
QUESTIONS?