Co-chairs:
- Soumitra Dutta, Dean Designate, College of Business and Mary Opperman, Vice President and Chief Human Resources Officer

Members:
- School of Hotel Administration: Tracy Cary - Director of Finance and Budget, Tim Durnford - Associate Dean of Business Affairs, Rick Kuhar - Director of Human Resources
- Dyson / CALS: Tony Caudill - Director of Human Resources (CALS), Margaret H. Ferguson - Associate Dean for Finance and Administration (CALS), Gail Fink - Associate Director for Partnerships (Dyson), Beth Lucy-Speidel - Senior Associate Director for Administration (Dyson)
- Johnson: Kathy Doxey - Human Resources Director, Amanda Shaw - Assistant Dean for Student Services, Laura Syer - Associate Dean for Administration and Finance
- Employee Assembly: Billy Kepner - Vice Chair of Communications, Employee Assembly

Resource Persons:
- Betsy Shrier (HR), Helene Schember (CCB Launch Preparations Manager)

We agreed that we serve both as delegates from our respective Schools (Mary Opperman, and Soumitra Dutta excepted) and collectively to advance the broad mission of the College of Business. As such, we need to create an open environment within the group to share ideas and issues while also recognizing our responsibility to seek and share feedback from our colleagues in the schools.

We agreed on a set of framing principles for the Staff Synergy Group:
- **Vision** - Build a positive shared vision of a future state while recognizing the past histories and successes of the individual schools.
- **Culture** – Design the administrative organization of the CCB to unify the three schools while respecting, leveraging and valuing their unique cultures.
- **Mission-driven** - The proposed administrative structure must support the vision of the University and CCB to create a “world-class center of teaching and research for business”, and be driven by a need for both strong administrative leadership and front-line service to students, faculty, staff, and alumni.
- **Broad Engagement** - Staff Synergy Group members should engage staff in their units and seek feedback from staff in partner departments across the university in designing new organizational frameworks and the change process. Decisions will be more effective when we include stakeholders who are closest to these functions.
- **Leadership Commitment** – Retaining current staff and offering new roles and responsibilities first to employees where staffing changes may occur in the three impacted schools is a key priority.
- **Staff Commitment** – Administrative changes resulting from the creation of the College of Business create opportunities to rethink current methods of service delivery. Staff will strive to be open to changes, recognizing that through change can come new professional possibilities.
- **Communication** – Invest in the development of a consistent communication strategy that utilizes multiple redundant channels to reach all affected constituencies.
• **Effort** – Acknowledge that building the administrative functions associated with the CCB will take time, energy, flexibility and commitment by those involved in this process.

CCB Staff Synergy Group Charge (given to us by the CCB Steering Committee):
• Define areas across three schools for achieving synergy of actions and plans – both in terms of efficiency and effectiveness.
• Define processes for coordination of staff governance and management across the three schools.
• Identify risk areas (such as staff motivation) and enumerate plans for risk mitigation.
• Identify areas that need further work and deliberation.

The committee has reviewed its charge and has agreed upon these deliverables:
1) Current state documentation: A summary and analysis of how we are organized today by functional area.
2) Consensus on the degree of centralization vs decentralization for the provision of services to relevant stakeholders for each functional area
3) Consensus on the sequencing of any administrative changes – which can be accomplished first and which should be sequenced after. A proposal for the sequencing

**Current State Documentation:** We are gathering information about administrative operations in the schools to better understand the current state. To date we have identified the following functions that currently exist within all or some of the schools. Our goal is to understand the work done in these functions today.
• Finance
• Research Support
• HR
• IT
• Facilities
• Student Services Undergraduate – Admissions, Registrar, Advising and Programming (ODI, Leadership & Clubs), Career Services
• Student Services Graduate: Admissions, Registrar, Advising and Programming (ODI, Leadership & Clubs), Career Services
• Marketing and Communication
• Alumni Affairs and Development
• External Affairs (International, corporate relations, business development) and (Online Learning and Executive Education)
• Academic Affairs – Academic Support and Faculty Support
• Centers and Institutes
• General Administration
• Hotel Operations
• Extension.

**Upcoming Discussions**

1) We will agree upon consistent communications plans so that each school delegation is maintaining active, transparent two-way communication with staff within their schools.
2) Come to consensus on how to prioritize the approach to administrative and support operations under the new College of Business framework.

Comments and suggestions are invited. Please contact your School representative or the co-chairs (mgo5@cornell.edu, sd599@cornell.edu) or visit http://business.cornell.edu click the “Feedback” tab and send us your contribution or query.