College of Business
Vision, Rationale, and Process

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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
Peer Business Schools: Tenure Track Faculty

Number of faculty

Cornell
Peer Business Schools: Operating Budget
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

Proposed to Exec Committee

BOT vote on Bylaw Change

Update to BOT

Update to Ex. Comm.

Update to BOT

Faculty, Students, Staff, Alumni, work on governance

CCB launches

Dean Searches