I would like to hear the speaker(s) address a concern I have pertaining to students in SHA hailing from New York. If the COB will allow students in Dyson and SHA to interchangeably take classes, is there a concern that applicants from New York State to SHA may decline due to the Dyson program offering reduced tuition. More importantly, what is the value proposition for the Hotel School vs. Dyson for New Yorkers for financially constrained families, specifically now that they both fall within COB, and how will this value proposition be communicated to students and recently accepted high school seniors, especially in light of Cornell’s ever-increasing tuition costs? As a native of Syracuse, NY, I think back to my time at Cornell and I certainly imagine that had SHA and Dyson fallen together under the College of Business, I would have felt financial pressure to transfer from SHA to Dyson given that my degree would say “College of Business” either way.

As in the past, all students will receive degrees from Cornell University and their degrees will be signed by the college dean(s). While we anticipate that there will be greater ease in taking cross-listed courses or courses in other schools, the reality is that the core focus of the curriculum of each school will remain specialized as it’s been. Those who are interested in hospitality and business will still apply to the Hotel School, and those more interested in agribusiness or general business will apply to the Dyson School. The extent to which the tuition of our statutory schools vs. the tuition of our endowed schools has impacted one's decision of where to apply, we would anticipate it will remain unchanged in the new model.

Does the College of Business Plan have any documented support from the University Assembly, Student Assembly, Faculty Senate or the University's largest benefactor – Chuck Feeney? If yes – from whom?

All views expressed before and after the trustee vote have been discussed and considered, including those of alumni and shared governance bodies here at Cornell. The student, staff and faculty representatives to the Board of Trustees all voted in favor of creating the College of Business at the January 2016 meeting. The leadership of the university and CCB have engaged countless alumni in individual conversations about the plan and process, and discussions have continued with the shared governance groups. Most of the feedback from these groups has not been about the actual merits of the CCB, but rather has been focused on the process - a discussion about the role of shared governance that pre-dates this decision and continues. With regard to individual donors, we do not share information like that out of respect for privacy. The Provost (and Acting President currently) Michael Kotlikoff has emphasized his interest and willingness to continue these discussions as we move forward in the process.
Are you planning on turning the Hotel School into a technical school by introducing it into Cornell Tech? Perhaps a short review of what Cornell Tech is would be of help.

The Cornell Tech education offers students technical depth in graduate programs crucial to advancing the digital age: Computer Science, Electrical Engineering, Information Science, Operations Research and Business. SHA will have the opportunity to leverage faculty from all schools to strengthen its graduate education programs and new emerging programs in both New York City and China. This may enhance SHA curricular offerings but is not intended to turn it ‘into a technical school’.

Why did the administration choose to announce this plan to the public as the campus was closing for the Holiday Break?

The decision was shared as an internal announcement with Cornell faculty, staff and students on December 14 after consultation with the Executive Committee of the Board of Trustees during their regularly scheduled December meeting, with plans to hold a Board vote at the end of January meeting. The announcement happened immediately following those meetings. The timing was related to schedule of those meetings and was not related to the timing of holiday break.

What do see you as the one, most important benefit to The School of Hotel Administration offered by the College of Business Plan?

The new structure will enable the expansion of domestic and global programmatic initiatives in all three schools, including SHA, which include further development and diversification of programs at Cornell Tech and educational partnerships with institutions across the globe. An organizationally unified faculty will allow Cornell to diversify the scholarly focus of its faculty members and enhance the breadth and depth of its course offerings in all the key areas of business education, while preserving the core focus of the individual schools. Many of these benefits wouldn’t be possible without the formal structure of the CCB.

Explain why a student would come to a Cornell college of business rather than a college of business in their home state, often with a similar quality of learning, and at much lower cost.

We would anticipate that we will attract the same caliber of students to these programs as we did before, because of the uniqueness and strengths of the composite schools and programs. We would also anticipate that others who may not have considered Cornell because of a lack of awareness of business program options may now apply, yielding even higher interest in Cornell. Cornell’s continued commitment to need-blind admissions and need-based aid will ensure we remain attractive to students, regardless of financial means.
It would be highly unusual for an Ivy League school to have a business school that is not named. Will this school be a named school and is that what was behind the hasty nature of the announcement of the Cornell Business College?

The decision to create a College of Business is unrelated to the naming of a school, nor is fundraising any motivation for this. It is driven by strategic academic opportunities. At some point in the future, there is certainly the possibility of the school being named, but specific giving opportunities have not been discussed. Among the Ivy League, only half of the business schools are named currently.

SHA can be seen as an incubator for entrepreneurs. What required courses will be put in place for SHA and other the other portions of the college of business?

Certainly entrepreneurship is an important component across the three schools as is evidenced by multiple programs. However, the specific curriculum is determined by the faculty of each school and will continue to be determined by the faculty of each school, with revisions to it made at their discretion based on the evolving needs of the programs.

Will SHA students from New York State be granted in-state tuition? If not, why not? If so, what will be the impact on SHA’s tuition income?

SHA will remain at the endowed tuition rate because SHA remains an endowed school within CCB.

My degree reads, Cornell University Bachelor of Science. How will this merger affect the future degree certificates? Will there be major - Hotel Administration or other designation? It is not until one reviews my transcript do I find my hotel studies.

Degrees will remain as they are now with the single addition of a third signature of the College of Business Dean. The dean of the school and the president of the university will also sign as they have in the past. There are no changes to degree programs as a result of this merger. Just as in the past, any future changes are at the discretion of the faculty who decide the curriculum.
My daughter is a student at SHA. I do not see how this combination will benefit her. Describe.  

CCB will enable Cornell faculty and students to better collaborate in ways not currently possible to address many of the world’s major challenges – from sustainability to shared prosperity and wealth imbalance – while preserving and enhancing the distinct brands of the three existing business schools. By bringing Cornell’s three business schools together, the CCB will nurture the pursuit of new learning opportunities that have yielded popular, progressive programs such as Entrepreneurship@Cornell, the Baker Program in Real Estate, and the new Johnson Cornell Tech MBA. The new structure will enable the expansion of domestic and global programmatic initiatives, which include further development and diversification of programs at Cornell Tech and educational partnerships with institutions across the globe. Further benefits will emerge as discussions and decisions happen in the working committees. These will be communicated out in the coming weeks and months to prospective students, alumni, faculty, staff and students.

Will the merger require that accounting faculty have PhDs?

The faculty will continue to consist of professors and lecturers who satisfy the academic and professional qualifications standards of the accrediting body, the Association to Advance Collegiate Schools of Business (AACSB).

When asked by The University Assembly and Chuck Feeney (the University’s #1 benefactor) to table the Plan for further review - why did you choose to proceed against their will?

All views expressed before the trustee vote were discussed and considered, including those of alumni and shared governance bodies here at Cornell. The leadership of the university and CCB have engaged countless alumni in individual conversations about the plan and process, and discussions have continued with the shared governance groups. On March 22, the Undergraduate Student Synergy Group produced Frequently Asked Questions about CCB programs; the Graduate Student Synergy Group released its first progress report March 17, and the Staff Synergy Group released a similar report March 2. Such conversations continue. You can read these at www.business.cornell.edu. Ultimately the goal continues to be to launch the new CCB during the 2016-2017 academic year, especially in context of the planned leadership changes within the school. As such, there needed to be sufficient time to complete planning discussions to launch the new CCB.
Can you elaborate on the current vision on how Cornell will mount global partnerships under the new College of Business? What will be the impact on the partnership the SHA has initiated in China?

SHA will have the opportunity to leverage faculty from all schools to strengthen its graduate education programs and new emerging programs in both New York City and China.

I would like to follow up on the request of the Cornell Hotel Society to have greater alumni participation in the various committees beyond the Alumni Governance Committee. Will alumni be able to join the other committees, most importantly the Communications Committee?

As has been discussed on a few occasions with the SHA, alumni participation in the process has been deemed best through the representatives on the Alumni Engagement Committee. Several of the other committees are really comprised of specific groups based on the charge of the committee. We have held and will hold more joint meetings between the Alumni Engagement Committee and the Communications Synergy Committee.

To date it appears that Cornell faculty and alumni have been ignored in this matter. What assurances can you offer that both will be involved in an honest manner which takes into account their suggestions and concerns?

Faculty and alumni have already been actively and meaningfully involved in the discussions and planning to shape the CCB. The faculty governance committee, involving faculty representatives from each of the three School plus the Dean of Faculty, is actively shaping the vision for the faculty structures of the new college that will both maintain school identity but also create important new synergies. Countless alumni have been engaged in the process through one-on-one meetings, group meetings, online fora, advisory council meetings, online feedback and the Alumni Engagement Committee. Already, these groups have meaningfully engaged. Additionally, it is important to note too that just because there may not be agreement to all views that have been shared doesn’t meant they have been ignored. All are being carefully considered before details are ultimately set in place.

So far the conversation has been how this helps the University by adding SHA to the new school. Yet I have yet to hear how this helps SHA by joining?

Bringing Cornell’s three business schools together will encourage the pursuit of new learning opportunities that have yielded popular, progressive programs such as Entrepreneurship@Cornell, the Baker Program in Real Estate, and the new Johnson Cornell Tech MBA. The new structure will enable the expansion of domestic and global programmatic
initiatives, which include further development and diversification of programs at Cornell Tech and educational partnerships with institutions across the globe. Through integration, SHA students and faculty will have greater access to other disciplines and areas of expertise, including information and data management, business analytics, food industry, information science, and marketing science to inform SHA’s expertise in hospitality and real estate at the time when technology and business are more intertwined than ever.

SHA has been on a steady march towards a general business school for decades. There are fewer faculty at SHA with hospitality industry experience than in the past. The last two deans have little to no industry experience. Industry-specific curriculum (i.e. food and beverage, design) have been scaled back. The proposed CCB would only appear to expedite a march toward generality. Under the umbrella of CCB, there will clearly be objectives for the combined school that compete with SHA’s objectives. SHA alumni need to understand how our school’s connection to industry will be restored under the new model since the benefits to SHA could be achieved through collaboration in lieu of merger. This needs to be a guarantee through action - more than a summary of intentions.

Bringing Cornell’s three business schools together into a cohesive CCB will enable new learning opportunities that have yielded popular, progressive programs such as Entrepreneurship@Cornell, the Baker Program in Real Estate, and the new Johnson Cornell Tech MBA. The new structure will enable the expansion of domestic and global programmatic initiatives, which include further development and diversification of programs at Cornell Tech and educational partnerships with institutions across the globe. Since the CCB will have an expanded network of faculty and academic scholars, SHA’s existing centers and institutes (Center for Hospitality Research Center for Real Estate and Finance, Cornell Institute for Hospitality Labor and Employment, Pillsbury Institute for Hospitality Entrepreneurship and Cornell Institute for Healthy Futures) will be able to work on many additional hospitality industry-related projects that are currently not possible due to capacity constraints. By building on the strengths of the other two schools, SHA will be able to develop additional centers and institutes on overlapping areas of interests such as food & beverage management and hospitality analytics. Lastly, as in the past, the curriculum of the school and the focus of it remains in the hands of the faculty of SHA.

A lot of companies look to recruit hotelies specifically and alumni act as great resources to current students when they are looking for jobs. How will the integration of these programs impact hotel school recruiting?

We believe it will help recruiting. Cornell will remain the preeminent school of hospitality in the world and thus will be a top spot for recruitment. Additionally, recruiters will know that our students will be even better positioned for success in business, with increased focus important emerging areas including globalization and technology.
Do we have plans to develop a teaching and research hotel at the Cornell Tech Campus?

No such plans are currently being considered.

What will happen to the MMH program at the Hotel School?

SHA will have the opportunity to leverage faculty from all schools to strengthen its graduate education programs and new emerging programs in both New York City and China.

SHA prides itself on recruiting top hospitality students from around the world. These students are attracted to the school’s specific hospitality focus. Are you not concerned that we will lose these top hospitality students to other programs if we decide to shift toward a more generic business program?

We plan to not only maintain SHA’s hospitality focus but also strengthen it as the hospitality continues to evolve. We are confident we will remain a top choice for students interested in the hospitality field.

How will the new CCB address an overarching approach to diversity within the combined school as is reflected in the new workforce and society overall (i.e. women, ethnicities) impacting student learning?

Already we have prioritized these areas across Cornell and within these schools, most notably with a recent $5 million grant from the Hilton Foundation. The five-year grant will allow SHA to expand recruitment initiatives to cultivate qualified applicants in targeted underserved markets as well as provide additional scholarship support. In the Johnson School, the Office of Diversity and Inclusion is dedicated to supporting women and under-represented groups. The Dyson School’s Business Inclusion and Diversity program has won awards for its innovative and impactful curricular and extracurricular programming for underrepresented minorities, women and first generation college students. The CCB will continue to invest in and remain committed to these efforts across the college. Each School’s inclusion and diversity programs should benefit by drawing on the complementary strengths of the other Schools in this space.
So does a high school senior apply to the Hotel School or The Cornell Business School? Is the Business School a NY State School?

Prospective undergraduate students will apply to the College of Business and will choose either the School of Hotel Administration or Dyson. The College of Business is not a New York state school. However, the Dyson School will remain affiliated with CALS, which is a land-grant contract college with the State of New York. Consequently, students from New York State who are enrolled in Dyson will pay the contract-college tuition rate.

Is it feasible to assume that general business disciplines (finance, accounting, marketing, etc.) will be combined and taught to students in mixed classes across the schools by the same faculty members? And if so, how do you maintain the specific focus and relevance of the discipline to each school?

Each school will maintain its unique identity and mission, while the new structure will enhance the collective capabilities of the three schools by bringing together their faculty, curricular offerings, and programs under a unified College of Business. In addition, an organizationally unified faculty will allow Cornell to diversify the scholarly focus of its faculty members and enhance the breadth and depth of its course offerings in all the key areas of business education, while preserving the core focus of the individual schools. Any change in curriculum in individual degree programs would be initiated and implemented by the faculty, independent of the creation of the CCB.

If the CCB has so many benefits, why has it been so easy to stop? Doesn't the ease with which the CCB has been declined previously allude to deeper issues that should have been talked through prior to having a rushed trustee vote?

As with any idea, it is important to find the right time to implement and to refocus the discussion on "how" instead of "if". We had the leadership in place with the Board of Trustees, President and Provost to put a bold vision into motion and to empower the faculty, staff and students to chart the best way to realize the vision. Additionally, with leadership transitions at several of the key schools, it provided a unique moment in time that would allow us to make this a reality.

Will anyone attending the new COB be able to claim "hotelie" status without meeting our basic requirements to understand Hospitality? “Life is a Service, the one who succeeds is the one who provides a little better service.” --EM Statler.

Just as in the past, only those who graduate from the Hotel School within the College of Business will be Hotelies On the flip side, Hotelies will be able to both claim Hotelie status and
also College of Business status, which may be beneficial to them depending on their career aspirations or directions.

**Do we have any examples where a major university combined colleges similar to CCB that we can use as an example?**

Just as Cornell is a unique combination of colleges and schools among the Ivy League and broader higher education community, our approach to the College of Business is also unique. We don’t want to simply re-create models that exist elsewhere, but instead want to take a forward-looking approach that will create a model for business education for the future, one that recognizes the specialties within business such as hospitality and agribusiness, and embraces them rather than assimilating them into a general business program.

**Will future graduates of this school be named as specifically "Hotel School" graduates vs COB graduates on the diploma they receive?**

The only place on the diploma where the college is mentioned is underneath the signature line of the college dean. That will remain along with the signature of the president and the additional signature of the CCB dean. As far as how graduates will identify, we can imagine that they will identify both as a graduate of the Hotel School and the College of Business, or they may choose their affiliation depending on their own interests or career path.

**You acknowledge that there are many important unknowns at this point; numerous committees are being formed to study these issues. It seems that one potential outcome could be that this is a bad idea. Why does the timeline to contemplate this, unless you are saying it does not matter what is learned in the months ahead. Bigger is better and nothing else represents a close second. This smacks of an insincere approach.**

We believe that the only reason this would fail is if we let it fail. We believe it can be successful and we have the best people in the world helping to make that a reality. Additionally, in the discussions being held by faculty, students and staff, it is clear that there is already value and opportunity in this model, and it will provide us with greater agility as industry evolves at rapid rates. Our goal is to ensure we are positioned to meet the needs not just of today's students in Hotel, Dyson and Johnson, but also the students of these schools tomorrow.

**Will our new Dean of the Hotel School report to the Dean of COB? That seems a "weakened position" as a Dean of the #1 Hotel School in the world?**

The deans of Dyson School, Hotel School and Johnson School will all report to the dean of CCB in order to ensure there is a unified approach to business at Cornell while still preserving the
uniqueness, culture and strength of each of the schools and their specialties. These deans will still be active and visible leaders on campus and off campus. The dean of SHA will continue to make strategic decisions within SHA and philanthropic support, endowment earnings and revenue generated from the Statler Hotel and executive education programs will remain in the purview of the dean. There will still be a budget for SHA approved by the CCB Dean. The SHA Deanship will remain the most prized leadership position in the world among hospitality programs.

**Will HEC continue?**

HEC will continue and, in fact, we just held our 91st HEC on the weekend of March 18-20.

**Nothing has really been said about the undergraduate business program - lots about hotel and Dyson.....will there now be an undergraduate degree in business administration? Will there be undergraduate majors: accounting, supply chain management, etc.? What does this do to the undergraduate student numbers on campus? Will the freshman class be enlarged? And what is the impact on housing and services?**

Curriculum decisions will be made by the faculty of each of the three schools starting the first half of 2016. In the meantime, Johnson MBA and EMBA programs will remain solely within the Johnson School, and all three schools will continue to offer graduate programs in a variety of subjects. Executive education programs will be expanded, and all three schools will have greater access to Johnson School facilities in Collegetown and to Cornell Tech, with the possibility of new, joint graduate and executive education programs. As far as expansion of undergraduate class size and impact on housing/services, those are longer-term questions that have not yet been determined. There is an interest to do so, but housing/services issues must be resolved before that would be possible.

**Has there been any hospitality industry impute and impact on this decision?**

The idea of establishing a CCB has been discussed for a number of years by the Board of Trustees which includes SHA alumni. They have provided input and are currently part of the process as we move forward. Prominent SHA alumni are staunch supporters of CCB. Additionally, throughout the process thus far, alumni industry leaders have provided input about what they value most from SHA graduates. The SHA Dean’s Advisory Board of industry leaders will also continue, as will the various industry-focused institutes and roundtables housed within the SHA.
How can you ensure that the hotel school's small class sizes will not be bloated by having to accept larger numbers of non-hotel students?

Class sizes will remain unchanged through this merger.

How can alumni assist in the process of the creation of the CCB to help ensure it is executed with excellence?

Please take the time to learn about the process and the college by visiting the business.cornell.edu website and providing constructive feedback to the alumni or staff on any of the committees through the online feedback form. It is also important that alumni act as ambassadors and aid others' understanding of the Cornell College of Business.