

University Campaign Case Statement

Draft of 4-14-06

Far Above: Way Beyond¹

“I would found an institution where any person can pursue instruction in any study.”

Ezra Cornell

“The leading object of said corporation shall be to teach such branches of learning as are related to agriculture and the mechanic arts, including military tactics, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life. But such other branches of science and knowledge may be embraced in the plan of instruction and investigation pertaining to the university as the trustees may deem useful and proper...”

Original Charter of Cornell University

Ezra Cornell derived his goals for his university from the context of his time, when advances in agriculture and technology were changing the way people lived and worked. Today we face a similar confluence of changes, suggesting another opportunity for Cornell University to take transformative action.

These are inspiring times atop East Hill and far beyond. Thanks to the work of many hands across generations, Cornell University has grown from what was once farmland and an idea into a remarkable and unique community of scholars, educators, and students, with deep roots in tradition and a set of cherished founding principles; a world-class research institution known for the breadth and rigor of its curricula; and an academy dedicated to shaping young people into well-educated, thoughtful leaders and

¹ This title is a working title and will be considered among a larger group of options under consideration.

active citizens of the world. Singular among its Ivy League peers, Cornell is blessed with a land grant mission, which imparts an uncommon sense of larger purpose to every endeavor and attracts distinctive faculty and students motivated by a belief in the importance of knowledge for its own sake, and in its power to improve the human condition.

If past is prologue, our trajectory is set for even greater levels of achievement. As Cornell University's sesquicentennial approaches, the responsibility is in our hands to empower Cornell to be the best of its kind; to serve yet again as a model for American higher education and fully to realize a role we have already begun to play: land grant institution to the world.

This campaign will ensure that in 2015, when our leaders retrace the university's history of innovation and discovery and look to its future, their gaze will be upward and optimistic, and their imaginations free to entertain ambitious new visions of their own.

The Case for a Bold Campaign

American higher education faces greater challenges than ever before. Governments at all levels are well aware of the crucial role of education in the global knowledge economy, and their leaders are doing their best to be good partners. As the land grant institution of the State of New York, Cornell University appreciates deeply the decisive difference public support makes. However, their ability to respond is limited by the need to address the broader challenges confronting society. To succeed in this new landscape, Cornell University has to tap its own ingenuity and its entrepreneurial spirit for new strategies to match the challenge of the road ahead.

The challenges confronting higher education present opportunities that Cornell is ideally – perhaps uniquely – suited to seize, thanks to its singular history and make-up. The traditional boundaries of inquiry are changing, even as the pool of talented students and faculty becomes increasingly diverse and global. Our faculty have charted

the way for our success. Now, we must increase flexible funding, make the most strategic possible use of existing resources and turn to our enormously generous alumni and supporters to help build the war chest we need to be the first-rate educator and world-class research university in a rapidly evolving world of knowledge.

Success will depend in large part on the ability of the entire Cornell community to build an endowment commensurate with the challenges of our time. Cornell's endowment is the university's financial foundation. It provides a critical buffer to downturns in the economy, cuts in government aid, changes in academic priorities, and the need to create new and emerging disciplines. While ours is among the largest in American higher education, it is an uncomfortably small amount relative to the size of the task at hand – representing just 10 percent of our annual income – and the lowest in the Ivy League on a per-student basis. To compete with our peers for the best students and faculty, we must grow significantly our endowment and, to the extent possible, available unrestricted funding. The size of our endowment is critical to success in three crucial areas: student aid, faculty recruitment, and facilities enhancement.

Campaign Priority 1: Enroll and Educate the Most Deserving Students

Being the best research university for undergraduate, graduate, and professional education requires an investment in our students and the experiences available to them at Cornell.

Our first task is to develop a financial aid program that not only increases the economic diversity of our student body, but also attracts students who reflect the racial, ethnic, gender, and cultural diversity of our increasingly international community. We will build on a record of success: Cornell is one of a very small number of universities that remains need-blind in its admissions policies, and the economic diversity of our student body has distinguished us from most of our Ivy peers.

Those peers are now investing heavily in grant aid for the neediest of families. Keeping pace with them while sustaining our current commitments requires a

significant increase in the amount of grant aid we can provide our undergraduates and their families, in addition to the fellowships that support graduate training.

To ensure that students, in every college and every professional school, have the richest possible experience once they arrive, we need to sustain the initiatives that have already begun to change the culture of undergraduate life on the campus. With the creation of a north campus and new programs for first-year students as well as the development of a residential initiative on west campus for sophomores, juniors and seniors, we can offer students a more integrated experience, in which learning does not stop at the classroom door but becomes a lifelong pursuit. A successful campaign will provide ongoing support for this renewal and innovation in undergraduate experience.

We also seek to increase opportunities for undergraduates to pursue interdisciplinary research and field-based learning, options that require an ongoing commitment to maintaining adequate levels of staff, faculty, resources, and facilities.

To reach beyond our current level of excellence in fundamental disciplines and in key interdisciplinary domains, we must dramatically increase the fellowship support we can offer the best graduate students. Their work enables our faculty to pursue their research and ensures the next generation of professionals in every field. Indeed, it is impossible to recruit or retain outstanding faculty or sustain our research and educational projects without the ability to attract the graduate students and postdoctoral fellows whose work comes to define the frontier.

<i>in millions</i>				
Students	Endowment	Current Use Restricted	Capital	Total
Undergraduate Scholarships	0			
Graduate Fellowships and Support	0	0		
Instruction (Teaching Asst, Field exp.)	0	0		
Recruitment and Mentoring	0	0		
Living Learning	0	0		
	0	0	-	0

Campaign Priority #2: Funds to Attract the Next Generation of Faculty

Cornell University is blessed with one of the most accomplished faculties in American higher education. One of our most exciting challenges over the next ten years will be to recruit and prepare hundreds of scholars and scientists to carry on that tradition of excellence, as a large number of faculty hired in the sixties begin to retire. Success in this area will enable Cornell to sustain and enhance our leadership in areas in which we have long defined the cutting edge of discovery, graduate training, and undergraduate teaching; significantly improve faculty and program quality in key disciplines in which we have great strength, but have not led; and set the standard for interdisciplinary collaboration in areas of critical social importance.

This generational turnover affects all sectors of higher education, putting Cornell and its greatest rivals in close competition for top candidates. To prevail, we will need substantial new resources for faculty recruitment, including endowed professorships, as well as new, state-of-the-art classrooms, labs, facilities, and office space. In addition to renewing our foundational disciplines, we must support the infrastructure for

interdisciplinary initiatives, such as the Society for the Humanities, Biomedical Engineering, and the Institute for the Social Sciences, all of which reinforce Cornell’s leadership in areas of traditional strength and enhance our potential in new domains. This will require program endowment and current-use funds to generate theme-based interaction among scholars from different departments and schools, and support for efforts to forge closer links between faculty on the Ithaca campus and researchers and clinicians at Weill Medical College.

<i>in millions</i>			
Faculty and Program	Endowment	Current Use Restricted	Capital
Professorships and Directorships (250 to 300)	0		
Program Support (Post Docs, Seminars etc.)	0	0	
New Faculty Investments		0	
Instruction/Research Enhancement	0	0	
	0	0	-
			0

Campaign Priority #3: Funds For State-of-the-Art Facilities

Empowering the world’s best faculty and students depends on our ability to provide an environment that not only fosters creativity but also makes available the very finest resources, equipment, and facilities.

The scope of the challenge can be best understood if you imagine what the visitor to Cornell in 2015 may find:

- Cornell’s life scientists in Ithaca, Geneva, and at the Weill Cornell Medical College moving freely between older facilities and the new Life Sciences Technology Building, the new Diagnostic Lab at the School of Veterinary Medicine, and back and forth between Ithaca and New York City, where a state-of-the-art research building will house laboratories where life-saving and life-altering breakthroughs occur on a daily basis.

- College of Architecture, Art, and Planning buildings that express the imagination and sense of social responsibility characteristic of that college and enable Cornell planners and architects to help define the cities, communities, and landscapes of the future.
- Humanities faculty teaching in beautifully renovated buildings on the Arts Quad and conducting research that both preserves and enlivens our relationship to culture, and through culture, to one another and ourselves.
- A Physical Sciences complex on Campus Avenue, housing some of the world’s best scientists and engineers, redefining the relationships among physics, chemistry, biology, and engineering, and facilitating the basic research that Hans Bethe defined as “one of the great joys of life.”
- An Information Campus that brings together faculty and students from such varied disciplines as computer science, music, cognitive studies, philosophy, and art—a unique concept that will revolutionize education in these fields.
- The world-famous Johnson Museum of Art, designed by I.M. Pei, expanded according to a plan by the original architect, creating new ways for students to experience the world’s artistic heritage.

Some of these projects are well underway. Others are still on the drawing board. Bringing them to life will entail a fresh infusion of capital and ongoing support in the form of restricted and unrestricted gifts.

<i>in millions</i>				
Infrastructure	Endowment	Current Use Restricted	Capital	
Research		0	0	
Instruction		0	0	
Living Learning			0	
Campus Services			0	
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Cornell Makes a Difference

Just as Cornellians of the nineteenth-century helped foster far-reaching improvements in agriculture, animal husbandry, medicine, and engineering, and put a liberal arts education within reach of whole new segments of the population, the success of this campaign will enable Cornell University to make substantial progress and lead across the full spectrum of its academic and research programs and activities. We aim to rank in the top ten in at least thirty disciplines and in all our professional schools. In addition, we will pursue interdisciplinary areas of critical social importance and make contributions that matter. The tradition of interdisciplinary study, teaching, and collaboration that has long characterized Cornell has made us uniquely well-positioned to make important contributions in every sphere, including the new life sciences, computing and information science, sustainability, and cultural awareness and diplomacy.

Extraordinary contributions in these areas will demand extraordinary commitment from all members of the Cornell community. Relevant curricula must be developed for undergraduate and graduate education. The university will need to take a more strategic approach to faculty searches. Because Cornell's faculty already carry heavy loads of teaching, research, and outreach, provisions must be made to free their time for program development and joint teaching. Additional staff may be needed to arrange the seminars and colloquia that will draw in high-level participants from outside the university and bring Cornell's efforts to the attention of the outside world.

The challenges we have chosen to pursue are global in nature, requiring global solutions – and here again, Cornell is uniquely qualified for the mission. In accepting the role of land grant university for the state of New York, Cornell set itself apart from its Ivy League peers in making a formal commitment to service and outreach. Over time, that commitment has expanded to embrace the world and all of its people, as students, faculty, and extension educators have brought their energy and expertise to

bear on problems ranging from a devastating tsunami in the Indian Ocean to homelessness in Manhattan.

The university is launching new teaching initiatives and forming new research partnerships in all corners of the globe. In 2004, Cornell's Weill Medical College established the first American medical school abroad, in Doha, Qatar. In every area of knowledge, from city planning to hotel administration and from engineering to law, international collaborations are transforming Cornell while they help to reshape and reform the world. The future demands that Cornell educate its students as members of a global community, that faculty members participate fully in the ongoing global intellectual dialogue. A successful campaign will ensure that that work will go forward in the new century, furthering Cornell's reputation as a world class educational and research institution working in the four corners of our globe to promote the well being of people throughout New York, the United States, and the world.

Fulfilling the Vision in 2015

Many hands and many minds have applied themselves to the task of building Cornell and ensuring that it is more than just another great research university. Beginning with Ezra Cornell's inspiring vision, "any person, any study," Cornell has always been prepared to challenge the conventional wisdom, to demonstrate new possibilities for what a university can be.

The profound changes that have transformed our world over the past half-century require us to renew the nature and quality of the education we provide our students. And those same changes have created thrilling new opportunities for Cornell research and outreach to reshape our world.

When, in 2015, we observe the sesquicentennial anniversary of our founding, we will celebrate a university that is recognized as the leading academic citizen in an interconnected world. A beacon and a destination for the most talented students and faculty on Earth, it will be regarded as America's exemplary university. It will continue

to be a source of transformative insight in disciplines that span the intellectual landscape.

This campaign is vital to the realization of that vision. In today's world, where change is rapid and pervasive, where people across the United States and around the world seek new knowledge and solutions that will help them live better lives, we need an institution like Cornell to provide an even greater level of leadership. Throughout our history, generous friends have provided the critical infusions of new resources that have permitted Cornell to lead. We are now asking a new generation of builders to step forward and take their place in that extraordinary tradition.

When there are no limits from the start, there's no limit to what we can achieve.

The Campaign Case: Integrated Living-Learning Environment

Background: Cornell's founders considered it desirable to attract the most talented and deserving students and to have those students benefit from the moral education to be had in family homes in the town of Ithaca. Today, we seek to offer another approach to living and learning if we are to provide the integrated education our students deserve. Our approach to residential life has reflected a more general commitment to student choice and we have preserved significant freedoms in the design of our residential initiative. For over two decades faculty and students have advocated for better integration of students' living and learning experiences. The establishment of the North campus as a location for all freshmen began an initiative aimed at enhancing our students' sense of community and their interactions not only with one another, but also with faculty, graduate students, and staff. The new student reading project, the Tatkon Center, and other additions to the first-year experience have begun to address the need for increased social and intellectual community. The new West Campus living-learning units, which represent our Cornell-specific approach to residential colleges, are opening up new opportunities for upper-class students who seek contact with faculty and graduate students, and who want more intellectual stimulation outside the classroom. The new opportunities will make us competitive for the most academically talented students. To recruit them successfully, we will need to increase significantly our endowment for scholarship aid and augment our support for undergraduate research, field-based learning, and international internships and study.

Goals: We aim to complete a residential initiative that creates unprecedented forms of intellectual and social community on both the North and West campuses and fosters contact between undergraduates, graduate students, and faculty. This initiative will ensure that Cornell remains attractive to the most qualified students. To guarantee that those students can afford a Cornell education, we also aim to increase significantly scholarship funds for undergraduates and graduate students.

Needs: The completion and success of the residential initiative requires significant additional facilities funding. In addition, we seek to raise significant endowment for scholarships, for undergraduate research and field-based learning, and for international experiences.

	Students	Faculty/ Program	Infrastructure	Total
Living Learning	0	0	0	0

The Campaign Case: Arts and Humanities

Background: Most of Cornell’s humanities fields rank in the top ten in the country. A number of our language and literature fields rank in the top five, and became models for other universities when they broadened their missions to include a more interdisciplinary “cultural studies,” including media other than literature and drawing heavily on history, anthropology, and philosophy to define their scope. Music and theater set the standard for an integrated approach to the creative arts, performance, criticism, and history. Philosophy combines with Linguistics to offer one of the nation’s best programs in philosophy of language and with Classics to distinguish us in classical thought. The Society for the Humanities has enlivened the campus with its programs for internal and external scholars and confers enormous prestige on Cornell’s programs in the arts and humanities more generally.

Goals: To replace retiring faculty who are leaders in their fields with young scholars who have the potential to carry the torch over the next several decades. To remain in the top five to ten in our literature and cultural studies fields, including English, German Studies, Romance Studies, Asian Studies, and Near Eastern Studies, and to move into the top ten in Philosophy, Classics, and Linguistics, and to provide leadership in the areas of comparative race and ethnic studies.

Needs: Endowment for professorships and graduate fellowships in the humanities. In addition, our humanists, whose teaching loads are among the highest in the university, need new, state of the art classroom facilities and offices to accommodate the faculty we have added to humanities' departments to enhance program and build diversity.

	Students	Faculty/ Program	Infrastructure	Total
Arts and Humanities	0	0	0	0

The Campaign Case: Physical Sciences and Engineering

Background: Cornell has a long and distinguished history of leadership in the physical sciences and engineering. Our physics, chemistry, computer science, and several engineering fields consistently rank in the top five in the nation, and have a strong tradition of cross-disciplinary, cross-college collaboration that has resulted in a significant number of national research centers with leading programs in materials science, nano-science, and x-ray science.

Goals: We have crafted an interdisciplinary, university-wide life sciences initiative that will position Cornell as a leader in the new biology by drawing on our strengths in the physical science. Plans include a new Institute for Cell and Molecular Biology, where scientists can pursue the most urgent and significant biological problems using the technologies and discoveries made possible by our physical scientists and engineers, and by our state of the art facilities.

Needs: Support for closer links between faculty on the Ithaca campus and researchers and clinicians at Weill Medical College, and for the collaborations that these links facilitate. Endowment for graduate and postdoctoral fellowships. Funding for the Life Sciences Technology Building and the new Physical Sciences building where physicists, chemists, biologists, and engineers will share space and ideas.

	Students	Faculty/ Program	Infrastructure	Total
Physical Sciences and Engineering	0	0	0	0

The Campaign Case: Social Sciences and Professional Education

Background: Cornell has enormous breadth in the social sciences and professional fields, and the potential to reframe the line between basic and applied research. We have set a range of strategies in motion that promise significantly to improve key social science disciplines, in part by fostering interdisciplinary interaction. The new Institute for the Social Sciences has already lent prestige to Cornell's social science programs and helped recruit talented faculty with offers from some of our strongest competitor institutions.

Goals: Top-ten ranking in the fields of Economics (which includes Industrial and Labor Relations, and Applied Economics and Management), Sociology (which includes Policy Analysis and Management), and Government within the next fifteen years. These are primary candidates for substantial investment because of their social importance, the large number of lines currently allocated to these fields, and their significance to our professional schools, particularly our business programs at the undergraduate and graduate levels. Another fifteen-year goal is to make our Institute for the Social Sciences the most prestigious and productive of its kind, attracting scholars from all over the world.

Needs: Endowed professorships to add faculty to key departments and to recognize and retain the most talented and productive faculty we have. Endowment for graduate fellowships. In addition, we need program endowment and current-use funds to generate theme-based interaction among scholars from different departments and schools, and to provide bridge funding in advance of retirements.

	Students	Faculty/ Program	Infrastructure	Total
Social Sciences and Professional Education	0	0	0	0

The Campaign Case: Interdisciplinary Collaborations

Cornell is well known for the ease with which our faculty can pursue collaborative research and teaching across traditional disciplinary and college boundaries. Assuming leadership in the 21st century requires interdisciplinary research and education in areas of critical social need. Cornell is positioned to make a significant impact in a number of domains, which include four areas we have chosen to emphasize.

The New Life Sciences

Our new understanding of DNA has created a biological revolution as biologists join with engineers, chemists, computer scientists, social scientists, and many other disciplines to study life and how life works. Cornell, with the combined strengths of its life sciences programs on the Ithaca campus and those of the Weill Cornell Medical College in New York City, can lead the world in interdisciplinary exploration of the social, cultural, and ethical implications of the new life sciences.

	Students	Faculty/ Program	Infrastructure	Total
The New Life Sciences	0	0	0	0

Computing and Information Science

The explosion of digital technologies is transforming virtually every field of knowledge and is changing our lives. Cornell's long-standing leadership in computing and information science positions us to understand and shape the revolution in information and communication. Already in the late nineties, our faculty defined it as a strategic enabling area in the sciences. Our faculty is now ready to undertake an initiative focused on digital arts and culture, aimed at understanding the social, economic, cultural, and psychological impact and potential of digital technology and information.

	Students	Faculty/ Program	Infrastructure	Total
Computing and Information Science	0	0	0	0

Sustainability

Cornell's collaborative spirit offers an opportunity to address the growing realization that the planet cannot safely sustain current levels of human activity. Cornell faculty from all parts of campus are exercising leadership in efforts to develop alternate energy sources, to protect the earth's biodiversity, understand global climate changes, and find solutions to global poverty and crippling forms of governance.

	Students	Faculty/ Program	Infrastructure	Total
Sustainability	0	0	0	0

Culture and Conflict

Conflicts in this country and around the world today reveal the significance of culture to the lives of individuals, groups, and entire societies. In a world in which technological and economic developments sometimes appear to define possibilities and limits, we are reminded that culture matters. Cornell has long been a leader in the

study of languages, literature, and the role of culture in the formation of individuals, groups, and institutions. Faculty in history, anthropology, philosophy, literature, linguistics, theater, and film, and in the interdisciplinary domains of area studies, race and ethnic studies, ethics, and gender studies combine to make us the best site for the study of how culture shapes, enriches and divides us.

	Students	Faculty/ Program	Infrastructure	Total
Culture and Conflict	0	0	0	0

SUMMARY OF CAMPAIGN GOALS

	Students	Faculty/ Program	Infrastructure	Total
Arts and Humanities	0	0	0	0
Physical Sciences and Engineering	0	0	0	0
Social Sciences and Professional Education	0	0	0	0
Interdisciplinary Collaborations:				
The New Life Sciences	0	0	0	0
Computing and Information Sciences	0	0	0	0
Sustainability	0	0	0	0
Culture and Conflict	0	0	0	0
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	0	0	0	0
Ithaca/Weill Shared Priorities	0	0	0	0
Undergraduates:				
Living Learning	0	0	0	0
Student and Campus Services	0	0	0	0
Undergraduate Scholarships	0	0	0	0
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	0	0	0	0
Current Unrestricted	<hr style="width: 100%; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> 0	<hr style="width: 100%; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> 0	<hr style="width: 100%; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> 0	<hr style="width: 100%; border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> 0
	0	0	0	0
<i>in millions</i>	0	0	0	0