



Ed Lawler  
ILR



Lance Collins  
MAE



Jonathan Culler  
English



Sandra Greene  
History



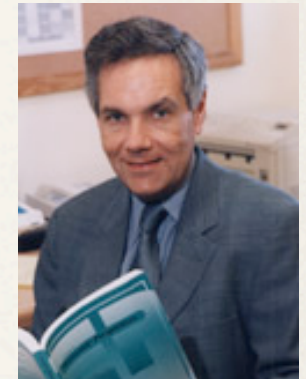
Katherine Hajjar  
Weill



Susan McCouch  
Plant Breeding



Martha Haynes  
Astronomy



Michael Waldman  
Johnson School

# Strategic Plan Advisory Council

Lance R Collins

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*Date April 8, 2010*

# The Challenge

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How can Cornell preserve and enhance its academic stature in a period of constrained resources?



# Framework and Themes

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- ❖ Cornell as a “single entity”
- ❖ Preserve core values such as “any person...any study”
- ❖ University-wide strategic objectives (ends) and actions (means)
- ❖ Plan includes metrics (qualitative and quantitative)
- ❖ Ten year lifetime, but should be a “living document”

# University Aspiration

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Cornell University will be widely recognized as a top-ten research university in the nation and world and a model university for the interweaving of liberal education and fundamental knowledge with practical education and impact on societal and world problems

This is an aspiration of university as a whole, individual units (e.g., COE) should set specific goals appropriate to their current standing



# Process

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- ❖ Strategic Planning Advisory Council (8 faculty)
- ❖ Four Working Groups (63 faculty, staff and students)
  - ❖ Education
  - ❖ Research, Scholarship and Creativity
  - ❖ Public Engagement
  - ❖ Organizational Stewardship

# Process (continued)

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- \* Began October 2009
- \* Working group reports by Dec 2009
- \* Outline draft #1 released Jan 25, 2010; feedback from community
- \* Outline draft #2 released Mar 11, 2010; more feedback
- \* Board of trustees retreat April 2010
- \* Final Strategic Plan May 2010



# 5 Strategic Goals

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- ❖ Promoting Faculty Excellence
- ❖ Promoting Educational Excellence
- ❖ Excellence in Research, Scholarship and Creativity
- ❖ Promoting Excellence in Public Engagement
- ❖ Promoting Staff Excellence

For each goal there are several objectives (ends) and action items to achieve the objectives (means)

# Promoting Faculty Excellence

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- \* Vigorous faculty recruitment (bottom up; “rising stars”)
- \* Increase gender and ethnic diversity of faculty (targets)
- \* Ensure competitive salaries
- \* Retention of highly valued faculty
- \* Devise new mechanisms to reward outstanding faculty
- \* Foster an exciting intellectual atmosphere
- \* Develop ways to enable faculty to focus on highest value activities



# Promoting Educational Excellence

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- ❖ Provide a more unified and shared educational experience for undergrads
- ❖ Improve international opportunities for students
- ❖ Create and sustain a culture that supports effective teaching
- ❖ Strengthen structures that promote pedagogical developments
- ❖ Promote diversity at undergraduate and graduate level
- ❖ Promote the health and well-being of students

# Excellence in Research, Scholarship and Creativity

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- \* Increase the number of highly ranked (top ten) departments
- \* Build and maintain world leadership in depts within: humanities and the arts; life sciences and agricultural sciences; physical sciences and engineering; social sciences; and professional schools
- \* Strengthen support for emerging interdisciplinary areas
- \* Significantly improve administrative support for research
- \* Maintain and selectively strengthen core infrastructures (e.g., libraries and shared research facilities)
- \* Strengthen connections between Ithaca and Weill



# Promoting Excellence in Public Engagement

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- ❖ Construct a unified concept for outreach and public engagement
- ❖ Strongly connect extension and outreach to on-campus research and educational strengths
- ❖ Develop rigorous evaluations of outreach and extension programs
- ❖ Promote partnerships with other stakeholders (e.g., K-12, business)
- ❖ Make public engagement a distinctive feature of a Cornell education

# Promoting Staff Excellence

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- ❖ Give priority to retention of highly qualified staff
- ❖ Attract a talented and diverse workforce
- ❖ Be an exemplary employer across the entire spectrum of staff
- ❖ Provide job skill training to staff in a variety of venues
- ❖ Sustain and, wherever possible, enhance flexibility in the workplace and workforce
- ❖ Work with the local community to keep Ithaca a vibrant place



# In closing

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- \* Plan is ambitious and requires substantial investment (provost is estimating costs)
- \* We have prioritized certain objectives for 2010-2015, taking cost into consideration
- \* Plan does not identify research directions, but advocates for the university to continue to establish research initiatives
- \* Less “generic” than it looks