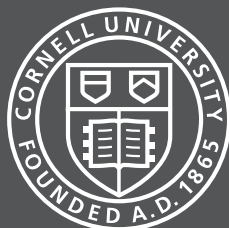




PRESIDENTIAL SEARCH STATEMENT

June 2016



CORNELL UNIVERSITY

Cornell University is a remarkable community of scholars, educators, students, staff, and alumni who are deeply influenced by proud traditions and a set of cherished founding principles. Unique among its Ivy League peers, Cornell is a private university with a land-grant mission, a world-class research institution known for the breadth and rigor of its curricula, and an academy dedicated to preparing young people to be well-educated and well-rounded citizens of the world. Its faculty and students believe in the critical importance of knowledge—both theoretical and applied—as a means of improving the human condition and solving the world’s problems.

As it turns the page on its sesquicentennial celebration, Cornell remains committed to these principles. It embraces traditional liberal arts education, practical applications of knowledge, and interdisciplinary and collaborative approaches to research and teaching. It champions free and open intellectual inquiry and expression, treats all individuals with dignity and respect, celebrates difference and diversity, and remains open and accessible to all who meet its high academic standards.

Today, Cornell University consists of sixteen schools and colleges, four of which receive support from New York state as part of Cornell’s land-grant mission. Among the Ithaca campus, the Weill Cornell Medicine campuses in New York City and Qatar, and the new Cornell Tech campus in New York City, the university enrolls more than 14,300 undergraduates and 8,900 graduate and professional school students. Cornell employs some 8,100 staff and 1,600 professorial faculty members in Ithaca and at Cornell Tech, and an additional 5,000 staff and 1,700 faculty members at Weill Cornell Medicine in New York City. The university is governed by a 64-member board of trustees, which includes representatives from the faculty, students, staff, alumni, and New York state.

Cornell’s financial condition is strong with a balanced budget, a growing endowment, and an enviable history of attracting research funds. The operating budget for 2016-17 is \$4.3 billion, of which 53 percent supports the Ithaca campus and 47 percent supports Weill Cornell Medicine. The university’s investment portfolio’s value is close to \$6 billion as of April 2016. New York state provides approximately \$180 million a year in support for the land-grant colleges,

an amount that would require an endowment principal of more than \$3 billion to produce each year. In FY 2015, Cornell had \$692 million in externally funded research expenditures, of which \$421 million supported research on the Ithaca campus and \$271 million supported research at Weill Cornell Medicine. The rapidly growing clinical practice at Weill Cornell Medicine—affiliated with New York-Presbyterian Hospital and other health care institutions in New York and elsewhere—is among the most respected in the nation.

CORNELL TODAY: RECENT INITIATIVES

Completion of the Cornell Now Capital Campaign:

In December 2015, Cornell successfully completed its capital campaign, which raised \$6.36 billion dollars, ranking as one of the largest fundraising efforts in higher education. More than 175,000 donors participated, investing \$3.8 billion in the Ithaca campus, \$1.9 billion in Weill Cornell Medicine, and nearly \$700 million in Cornell Tech. The campaign touched virtually every part of the university, including funding for undergraduate and professional school scholarships and graduate fellowships, endowed professorships and faculty renewal, the creation and expansion of important academic initiatives, and new facilities, including Bill & Melinda Gates Hall for Computing and Information Science, Klarman Hall for the Humanities, and the Belfer Research Building at Weill Cornell Medicine.

Faculty Renewal: Like most American universities, Cornell faces a major demographic challenge as the large cohort of faculty hired in the 1960s begins to retire. To accelerate hiring ahead of its peers, the university launched the Cornell Faculty Renewal Fund, an aggressive plan to hire new faculty in advance of the retirement of senior faculty. Nearly \$130 million was secured to enable Cornell to compete successfully for the best rising scholars and to diversify the faculty in gender, race, ethnicity, and thought.

Cornell Tech: In December 2011, Cornell and its partner, Technion-Israel Institute of Technology, won an intense, global competition to build a new applied science and engineering campus on Roosevelt Island in New York City. Operating as a graduate program that uniquely fuses technological education with entrepreneurial training, Cornell Tech trains the next generation of leaders of the digital economy.

Currently operating in space donated by Google, Cornell Tech will open its first three buildings on the new campus in 2017. When fully built in 2037, the Roosevelt Island campus will be home to more than 2,000 graduate students and hundreds of faculty and staff.

College of Business: In January 2016, the Cornell Board of Trustees approved the creation of a College of Business, comprised of the university's three accredited business schools: the School of Hotel Administration, the Charles H. Dyson School of Applied Economics and Management, and the Samuel Curtis Johnson Graduate School of Management. The College of Business seeks to integrate the excellence and breadth of Cornell's leading undergraduate, graduate, and professional business programs, while at the same time preserving and advancing the unique mission and demonstrated excellence of each of the three constituent schools. The college will be launched during the 2016-17 academic year.

Weill Cornell Medicine: Weill Cornell Medicine is one of the world's leading centers for biomedical research, medical education, and patient care. The recently opened Belfer Research Building is the cornerstone of a multi-year effort to accelerate the pace and scope of Weill Cornell's overall "bench-to-bedside" research efforts. This expanded research program has furthered Weill Cornell's continuing success in attracting world-class scientists, fostering research collaboration across Cornell's campuses, and securing substantial research funding. In addition, Weill Cornell has expanded its clinical practice in New York City to new campuses in lower Manhattan and Queens and added dozens of community-based medical practices to its Physician Network. In 2014, Weill Cornell Medicine launched a new curriculum to prepare the next generation of physicians to be leaders in a rapidly changing healthcare environment.

Strengthening Our Diversity: Cornell University's founders were committed to creating a university that was open to all individuals, regardless of race, religion, or gender. Built upon this core value, Cornell has long embraced a culture that provides for the full participation of all members of our campus community. Coordinating a host of unit-based efforts, the university's *Toward New Destinations* diversity framework encourages and measures progress across the university in the areas of composition, engagement, inclusion, and achievement.

Engaged Cornell: Consonant with Cornell's stature as an academically distinguished private university with a public mission, Cornell aims to strengthen the engagement of its educational, research, and clinical programs with local, state, national, and international communities. Leading these efforts, *Engaged Cornell* was launched in 2014 as a groundbreaking, \$150 million, 10-year initiative which seeks to empower Cornell students to become active citizens and to tackle critical challenges by participating in hands-on, practical learning experiences at home and around the world.

Global Cornell: Launched in 2013, Global Cornell is an initiative aimed at focusing, integrating, and advancing the university's many international efforts. Primary areas of emphasis include increasing the number and quality of student opportunities for meaningful global engagement, recruiting and supporting internationally engaged faculty, enhancing Cornell's global presence and partnerships, and mobilizing funding and university coordination for internationalization efforts.

Contributing to a Sustainable Future: Cornell is deeply committed, both academically and institutionally, to meeting the pressing challenges facing our planet. Most visibly, the Atkinson Center for a Sustainable Future serves as one of the country's leading research institutes on sustainability, supporting a broad range of integrated, multidisciplinary efforts relating to energy, the environment, and economic development. Through its Climate Action Plan, the university has reduced carbon emissions by 32 percent since 2008 and is actively exploring practical means to reach full carbon neutrality on its Ithaca campus by 2035.

FUTURE PRIORITIES

Like all leading research universities, Cornell is adapting to a rapidly changing environment. Traditional revenue lines (tuition, endowment returns, and federal and state support) for higher education are flattening. Technology is fundamentally changing the nature of research, teaching, and learning. Student activism is increasing, and while real progress has been made in diversity, the need for equity and inclusion across all aspects of campus life remains pressing. Higher education is now global, and Cornell competes for the best faculty and students on an international basis. Improving access and affordability is an ongoing priority and is of particular salience for

Cornell, given its dual role as both a land-grant and a private university. Finally, the aging of the faculty has intensified the need to identify, recruit, and develop the next generation of world-class scholars.

In addition to addressing these systemic challenges and opportunities, Cornell's priorities for the future include:

Advancing Academic Excellence: As one of the world's preeminent research universities, Cornell's core mission is to pursue academic excellence in all its dimensions. This starts with the paramount priority of recruiting, developing, and retaining an exceptionally talented, committed, and diverse faculty, which serve as the driving force of Cornell's research and educational missions. Equally important are our efforts both to attract a vibrant and exceptional body of undergraduate, graduate, and professional students and to expose them to the kind of rich and varied education Cornell is uniquely positioned to provide. Finally, the success of our faculty and students depends heavily on the dedicated efforts of a strong, diverse and highly-trained staff.

Reaffirming Our Commitment to a Liberal Arts Education: The university has long recognized the essential value of a liberal arts education in preparing its students for the future. To that end, Cornell's commitment to the engineering and applied disciplines must be matched by an equal dedication to the liberal arts as fundamental to a full and meaningful education. This requires continued strength across the full range of core disciplines, from the arts and humanities to the social, physical, and life sciences. These modes of inquiry continue both to drive discovery and the creation of new knowledge, and to provide our students with the analytical skills, cultural competencies, and ethical framework needed to prepare them to be engaged and productive citizens. Evidence of this commitment can be seen on Cornell's Arts Quad, where a new humanities building, Klarman Hall, opened this year.

Expanding Our Presence in New York City:

Cornell's overall success is integrally tied to the vigorous advancement of the university's presence in New York City. While Cornell's schools and colleges offer a broad range of programs for undergraduate and graduate education and research across New York City, two key efforts warrant intense and sustained support:

● **Weill Cornell Medicine:** The continued success of Weill Cornell's research and clinical programs is critical to the university's future. We are investing heavily in an approach to global health care that tightly couples patient care, basic research, and inspired teaching. The expansion of our clinical practice throughout New York City, the completion of the Belfer Research facility, and broad curriculum reform have created a new environment for 21st century medicine. These programs rely on Weill Cornell's ability to attract and retain top scientists and clinicians, foster research collaboration across three campuses, and secure research funding from government and private sources.

● **Cornell Tech:** Cornell Tech presents a unique opportunity to reimagine fundamentally how research and graduate education can be more directly relevant to the entrepreneurial needs of the digital age. As the physical campus on Roosevelt Island moves towards its 2017 opening, the need to populate the new campus with an exceptional, forward-thinking body of faculty, graduate students, and staff is of paramount importance. Cornell Tech presents an unprecedented opportunity to connect the dynamic aspects of entrepreneurship with Cornell's commitment to basic and applied research. Broad collaboration between the Ithaca campus and the Cornell Tech campus, which will increasingly serve as a central hub for other Cornell programs, will be required if the university as a whole is to secure the full benefit of this effort.

Developing an Integrated College of Business:

The creation of the College of Business is a bold institutional initiative. Its promise is great, but realizing the full potential from integrating the three constituent schools into a single college, while at the same time preserving and furthering the unique character and purpose of each, will require sustained focus and attention. To succeed fully, the college must provide faculty with new and fruitful disciplinary connections across the three schools, students must enjoy access to a richer and more varied curriculum, and the full scale of Cornell's strengths in business-related fields must be recognized nationally.

● **Enhancing Student Life:** The university seeks to support its undergraduate and graduate students as they navigate critical years in their development. These efforts include a commitment to provide a stimulating residential experience on and off campus, extensive support for student health and wellbeing, and multiple initiatives to enable our students to grow and develop

in an open, tolerant, and welcoming environment. Current initiatives include a comprehensive housing study aimed at assessing our residential campus environment, a major expansion of the university's health facility, and a range of curricular and co-curricular efforts to connect our rich and diverse student communities.

Broadening Engagement and Collaboration Across the Cornell Community: Cornell's ability to maximize its potential as a single, interconnected university depends heavily on effective engagement by all members of the Cornell community and collaboration across its colleges and campuses. Efforts include formal shared governance mechanisms as well as the important personal and individual ways in which the university community and its common mission are recognized, affirmed, and celebrated by its leaders.

COMPETENCIES OF CORNELL'S NEXT PRESIDENT

Cornell is seeking a bold, inspirational, and strategic leader who can engage the entire Cornell community in furthering the university's core mission and supporting its fundamental values. Given the challenges facing all of higher education, the president must make critical decisions and set clear priorities, while at the same time enlisting others in the process. The president must be a collaborative leader, able to consult key constituencies, seek input to capture the best thinking within the university, and then move forward exercising judgment in the best interests of the university.

Cornell's next president must be a distinguished scholar who exhibits a broad interest in all the academic disciplines and an appreciation for Cornell's unique commitment to both theoretical and practical applications of knowledge. Cornell's leader must have the academic stature required to foster an intellectually rich environment that engages and inspires Cornell's outstanding faculty and students. The president will passionately support Cornell's land-grant mission to ensure that the knowledge it creates benefits the local, state, national, and international communities.

The next president must bring demonstrated success managing a complex, multiple stakeholder, mission-driven organization, with a talent for identifying

opportunities, improving efficiency, managing risks, and creating synergies. Cornell's president must have the skills to manage change successfully and foster collaboration across Cornell's multiple units and campuses. Key management qualities include the ability to build and empower a high performing management team and strong fiscal and analytical acumen. Experience with the financial and operating dynamics associated with academic medicine is highly desirable.

Cornell's next president must be an engaged leader with genuine enthusiasm for working with a diverse community of faculty, students, staff, alumni, and local community leaders. The president must value shared governance and be able to work effectively with varied stakeholders on and off campus.

Cornell's president must be an effective fundraiser with the ability to lead a capital campaign, expand private and public funding, and create corporate/institutional partnerships to generate new sources of revenue. The president must have outstanding relationship-building and political skills to represent the institution effectively and enthusiastically with its many constituencies, including alumni, donors, state and national leaders, funding agencies, foundations, and institutional partners.

The president must be a strong advocate for the university and have the capacity to represent Cornell's value to society and the important role the academy plays in addressing many of the world's most difficult problems. Cornell's next president must provide thought leadership on the challenging issues facing higher education. To excel in this area, the president must have exceptional communication skills and the ability to inspire others to support Cornell's teaching, research, and service missions.

Cornell's president must have a global view and the ability to work with international leaders to identify and pursue opportunities to increase the scope and impact of Cornell's international programs.