



Cornell University

Student and Academic
Services

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MEMORANDUM

TO: Provost Kent Fuchs

FROM: Susan H. Murphy

DATE: October 5, 2009

RE: Executive Summary

CC: David Skorton
Kellie Page

Re-imagining student and academic services has involved many people across campus and many different task groups. It remains a work in progress, both at the divisional level and university-wide. To date, however, here are the major changes proposed.

Division of Student and Academic Services

Within the division, we have spent substantial time considering a major reorganization to better align our programs and services, eliminate redundancies and allow for administrative efficiencies.

We intend to restructure around five broad areas:

- Athletics/PE/Recreation
- Health and Well Being
- Residential and Student Programs
- Finance and Administration (including Auxiliary Services)
- Academic Services

We remain in conversation, especially, with the Vice Provost for Undergraduate Education to ascertain the best way to align our organizations and efforts. This conversation is but the first of several that need to happen vis-à-vis the Provost's organization and Student and Academic Services. Among other topics are the best way to focus our efforts on diversity education, programs and services; student financial services and the possibility of a Student Academic Success Center. We also are working closely with the Provost's area to determine a strategic agenda for Civic Engagement.

In addition to the program realignment, we are working with the Bain consultants to understand their projections for savings in our division (some \$7-10M). These savings are spread across finance, facilities, IT, procurement, utilities, and communications, as well as some personnel savings.

There are several revenue enhancement possibilities for the division to consider including housing occupancy levels and rates, elimination of operating deficits in parts of Cornell Dining and the potential of a health fee. We also have examined a variety of program reductions that might occur if the savings from reorganization and from the administrative re-structuring, along with the revenue enhancements, do not allow us to reach our targets. All of these are considered last resort.

University-Wide Task Forces

We convened three university-wide task forces: Career Services, Registrar Services and Internal Transfer to examine improved service delivery and potential savings.

The Career Services Task Force recommends some restructuring for program delivery, especially in recruitment services, technology solutions, mentoring programs and basic career programming and events to reduce duplication and to simplify access to those services. The Task Force also recommends continued work on the best practices efforts coming out of the last workforce planning effort. I have suggested that reporting lines should continue to the college but also include an accountability to the Executive Director of Career Services to be sure we can effect the changes identified.

In the Registrar area, there are several key technology solutions that need to happen: implementation of the academic advising module of PeopleSoft/Oracle, a catalog management system for the Courses of Study, a workflow system and the elimination of separate course enrollment systems. With these investments, real savings in FTEs can occur. The Task Force also recommended centralization of transaction processing for course and class data entry, classroom scheduling and several other activities. The group also identified several partnerships that could occur across colleges/units to achieve greater efficiencies and improved services. Finally, we also intend to restart the creation of a student financial services center.

The Internal Transfer Task Force recommended the transfer of advising and registrar functions for those students conditionally admitted to their target school/college to that unit, leaving only the undecided students being supported by a staff person responsible for internal transfer. As a result, that position would be realigned with another unit within Student and Academic Services, allowing that individual to meet other program needs while also serving those undecided students. Finally, the Associate Deans of the colleges will be asked to revisit their policies vis-à-vis internal transfer in hopes of aligning those expectations more closely with the standards for students enrolled in the school/college.