

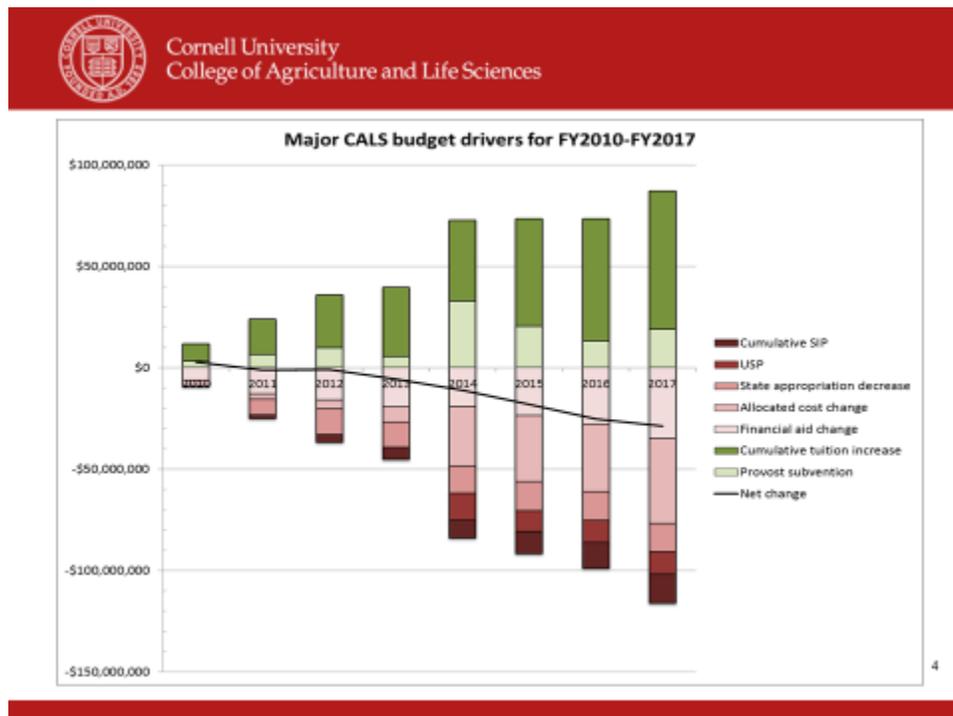
Charge to Task Force on CALS Structure February, 2016

Overarching Objective

CALS strives to continue to be one of the most highly ranked colleges of its kind in the world and to remain at the cutting edge of its focal areas of scholarship -- food and energy systems and the life, environmental and social sciences. To this end, the Task Force is charged to evaluate CALS's program structure in the context of available budget and changes in organization initiated by the University.

Background

The CALS budget is driven by powerful forces that affect higher education institutions throughout the nation as well as more local influences. These include reductions in state aid, increases in financial aid provided to students, increases in payments to the University to cover real operating and program expenses, and continued salary improvement. These revenue reductions have only partially been offset by tuition increases and support from the University. As is apparent in the chart below, CALS is on an unsustainable budget trajectory and it must make changes that improve the bottom line.



An additional challenge comes on the heels of the University decision to make the Dyson School part of a newly formed college of business. The AEM major is the largest in CALS, one of the most selective, and has an active alumni base. Applied economists also play an important

role in responding to New York stakeholders and meeting the Land Grant Mission. With the movement of the Dyson School to the College of Business, CALS needs to align its investments to programs that maintain the selectivity in student admissions and that continue to be responsive to CALS core mission.

Charge to the Task Force

With this background in mind, the Task Force is charged to address the following issues:

1. Recommendations of general approaches to balance the budget that are consistent with the CALS Vision¹ and Mission² in both the short term and longer term
 - a. What are realistic options for CALS to enhance revenues (e.g. expansion of MPS programs, summer programs, non-credit offerings, etc.)?
 - b. What are realistic cost reductions that could be implemented (e.g. building closures, department/programs consolidations, etc.)?
2. Size and scope of CALS needed to realize desirable revenue enhancements and cost reductions
 - a. What disciplines are central to the CALS mission?
 - b. Given trends in science and problem solving more generally, can some disciplines be grouped in ways that create certain scientific and/or educational synergies?
 - c. What undergraduate majors and graduate fields should CALS offer? Are there majors and fields that should be discontinued? Are there others that CALS should begin to offer?
 - d. Are there departments that should be merged or discontinued? Are new departments needed?
 - e. What are alternative models of CALS organization in terms of the numbers, size and configuration of units that encourage excellence in scholarship and academics, creative synergies and effective use of scarce resources?

Organization of the Task Force

The Task Force will be chaired by the Senior Associate Deans. It will meet bi-weekly and will prepare a report that is advisory to the Dean by July 1, 2016.

¹ Leading science and education toward a resilient future.

² CALS is a community dedicated to discovery, teaching and translation of knowledge with public purpose, that

- Imparts a world-class education and instills passion for life-long learning
- Furthers agricultural systems to ensure food and nutrition security, human health, and sustainability
- Advances knowledge in the life sciences about the unity and diversity of life
- Fosters the understanding of the economy and society for individual and community well-being
- Stewards environmental resources and sustainable energy solutions.