Cornell in NYC Visioning Survey Results

Spring 2018

Executive Summary

- 649 NYC visioning surveys were completed.
- Respondents identifying as “faculty” were the most prevalent (nearly 75%), followed by those identifying as “researchers” (nearly 26%). Respondents could select more than one role perspective.
- The majority of survey respondents (nearly 91%), indicated Ithaca/Geneva as their primary work location.
- The largest number of respondents were from the College of Agriculture and Life Sciences (N=171, or 27%), followed by Arts & Sciences (N=142, or 23%).
- Asked if they expect to have collaborations between Ithaca/Geneva and New York City over the next decade, about 73% of respondents indicated they expect to have at least “some,” with nearly 33% of respondents indicating they expect to have “constant and ongoing” collaborations. All respondents (N=30) with a primary work location in NYC expected to have at least “some” collaborations over the next decade.
- Every respondent from CIS (N=12), Cornell Tech (N=11), the Cornell Library (N=8), and The Graduate School (N=2), reported they expect to have at least “some” Ithaca/NYC collaborations.
- Respondents identifying as “faculty” had the largest percentage of responders (18%) who indicated they do not expect to have any NYC/Ithaca collaborations over the next decade. Department Chairs, on the other hand, were the only group who all reported expecting to have at least “some” collaborations.

Executive Summary

- Top reported “benefits” of collaboration for those primarily located in Ithaca/Geneva include 1) multiple reported collaborations with WCMC, 2) student engaged learning opportunities, 3) faculty/research collaborations and grant funded collaborative projects, 4) expanded communities (in NYC) for outreach activities, 5) having an urban environment for studies, teaching and subjects, and 6) connections to corporate and industry reps. Top five “benefits” for those in NYC include 1) resources/scope in Ithaca, 2) access to many experts, 3) strong potential collaborators, 4) access to students (undergraduates), and 5) a stronger connection to Cornell as an institution.
- Top five “challenges” of NYC collaborations for those primarily located in Ithaca/Geneva include 1) housing and/or transportation access and cost, 2) challenges with distant collaborations, 3) mutual “buy-in” to collaborating, 4) communications/connections between campuses, and 5) differing policies, processes and systems. Top “challenges” for those primarily located in NYC include 1) distance, 2) funding, 3) communication/connections between campuses, 4) mutual “buy-in” to collaborating, 5) collaborative technologies and 6) challenges with housing and/or transportation (access and cost).
- Those asked about the potential impact of increasing Ithaca/Geneva/NYC collaborations on recruiting and retention were quite favorable the impact would be positive, particularly for early-career professionals. When asked about dual-career impact, respondents located in Ithaca/Geneva were a little less favorable, due to the distance between NYC and Ithaca.
- When asked what could help increase collaborations between NYC and Ithaca the most, ideas include 1) expanding the focus on Cornell’s NYC presence well beyond technology, 2) making improvements to housing/transportation options, 3) setting up channels to facilitate communications and connections between locations and potential collaborators, 4) creating venues for more conferences, symposia, events and visitor sites, and 5) increased funding to better incentivize and support collaborations.

Note: Those adding up to more than five are due to tied-responses.

Survey Method/Response Rates

- 649 NYC visioning surveys were completed between February 6, 2018 and March 7, 2018.
- 2,685 unique survey links were sent to faculty, academics, and student services staff who were identified as most likely to have had experience or would likely have experience in the future with Ithaca/Geneva and NYC collaborations. Three weekly reminders were sent to those who hadn't responded or completed the survey.
- Of the unique surveys distributed, 550 surveys were completed, for about a 20% completed survey response rate. Another 146 started the survey, but didn't complete it.
- An additional 99 community members completed the survey using the anonymous survey link. Some respondents sent a unique link may have opted to use the anonymous link, particularly as two academic leaders distributed it directly to their respective populations (CALS and Cornell Law School).

Which of the following roles best represent your position as you give ideas for expanding Cornell's presence in New York City?

Perspective	% of Total Respondents*	Total Responses
Faculty	74.5%	478
Researcher	25.6%	164
Extension	13.2%	85
Student Services/Support	6.9%	44
Department Chair	3.4%	22
Center Director	7.2%	46
Academic Leadership/Administration	10.8%	69
Other	7.6%	49

*Note: Based on 642 respondents. Some respondents selected more than one perspective.

“Other” perspectives:

Perspective	Total Responses
Librarian	5
Staff	5
Student	4
Adjunct/Lecturer	4

Some less cited perspectives included alumni (2), program director (2), student administration (2) and a retiree.

What is your primary working location?

Location	% of Respondents	Total Responses
Ithaca/Geneva	90.8%	583
New York City	4.7%	30
Equally split between Ithaca/Geneva and New York City	1.1%	7
Other (please list)	3.4%	22
Total	100%	642

“Other” summarized:

Location	Total Responses
Eastern NY (Hudson Valley/ Westchester, Capitol District)	6
Long Island	3
DC Metro	1

Additional responses include “live in Ithaca and work remotely for WMC,” “work in Ithaca and commute home to NYC,” “work in Ithaca but support programs in many geographic areas.”

Primary college/unit:

College/Unit	% Respondents	Total Responses	College/Unit	% Respondents	Total Responses
College of Agriculture and Life Sciences	27.2%	171	Cornell University Library	1.3%	8
College of Architecture, Art, and Planning	3.8%	24	Graduate School	0.3%	2
College of Arts & Sciences	22.6%	142	Johnson Graduate School of Management	1.9%	12
College of Human Ecology	7.3%	46	Office of the President	0%	0
College of Veterinary Medicine	5.1%	32	Office of the Provost	1.3%	8
College of Engineering	7%	44	Research Division	0.9%	6
Computing and Information Science	1.9%	12	School of Continuing Education & Summer Sessions	0%	0
Cornell Law School	5.9%	37	School of Hotel Administration	1.4%	9
Cornell SC Johnson College of Business	4.1%	26	School of Industrial and Labor Relations	4.6%	29
Cornell Tech	1.8%	11	Student & Campus Life	1.6%	10

Note: There were 629 total responses to this item.

As Cornell expands its NYC presence over the next decade, what level of involvement do you expect to have with educational, research, and/or outreach/public engagement collaborations between Ithaca/Geneva and NYC?

Response	% of Respondents	Total Responses
No involvement at all	16.9%	106
Some involvement (maybe one or two collaborative engagements)	45.3%	284
Constant and ongoing collaborations	27.9%	175
Other (please indicate)	9.9%	62
Total	100%	627

“Other” summarized:

Expected Involvement	Total Responses
“Unsure”	14
“Unsure” but interested in involvement	14
Retiring, on leave, or unaffiliated	9
Expect to have “some” level of involvement	8
Do not expect any involvement	4
Listed specific type(s) of involvement	4
Didn’t feel “welcome” by NYC colleagues	4
Expect extensive involvement	2

Cross Tabulations with Expected Frequency of Ithaca/Geneva and NYC Collaborations

Primary Work Location by Expected Collaborations

Primary Work Location	*As Cornell expands its NYC presence over the next decade, what level of involvement do you expect to have with educational, research, and/or outreach/public engagement collaborations between Ithaca/Geneva and NYC?*			
	No involvement at all	**Some involvement (maybe one or two collaborative engagements)**	**Constant and ongoing collaborations**	**Other**
Ithaca/Geneva	18.9%	46.9%	24.1%	10.1%
New York City	0%	17.2%	75.9%	6.9%
Split between Ithaca/Geneva and New York City	0%	16.7%	83.3%	0%
Other	0%	47.8%	39.1%	13%
Total Responses	17.3%	45.4%	27.4%	9.9%

College/Unit by Expected Collaborations

College/Unit*	*As Cornell expands its NYC presence over the next decade, what level of involvement do you expect to have with educational, research, and/or outreach/public engagement collaborations between Ithaca/Geneva and NYC?*				
	Total Responses	**No involvement at all**	**Some involvement (maybe one or two collaborative engagements)**	**Constant and ongoing collaborations**	**Other**
College of Agriculture and Life Sciences	171	22.4%	47.5%	22.4%	7.8%
College of Architecture, Art, and Planning	24	4.4%	39.1%	43.5%	13%
College of Arts & Sciences	142	25.5%	42.3%	14.8%	17.5%
College of Human Ecology	46	8.9%	40%	40%	11.1%
College of Veterinary Medicine	32	6.1%	51.5%	30.3%	12.1%
College of Engineering	44	18.8%	41.7%	35.4%	4.2%
Computing and Information Science	12	0%	66.7%	25%	8.3%
Cornell Law School	37	13.5%	45.9%	24.3%	16.2%
Cornell SC Johnson College of Business	26	7.7%	65.4%	26.9%	0%

*Note: Office of the President and School of Continuing Education & Summer Sessions are not included due to no responses.

College/Unit by Expected Collaborations

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College/Unit*	*As Cornell expands its NYC presence over the next decade, what level of involvement do you expect to have with educational, research, and/or outreach/public engagement collaborations between Ithaca/Geneva and NYC?*				
	Total Responses	**No involvement at all**	**Some involvement (maybe one or two collaborative engagements)**	**Constant and ongoing collaborations**	**Other**
Cornell Tech	11	0%	9.1%	81.8%	9.1%
Cornell University Library	8	0%	28.6%	57.1%	14.3%
Graduate School	2	0%	50%	50%	0%
Johnson Graduate School of Management	12	25%	33.3%	41.7%	0%
Office of the Provost	8	12.5%	50%	37.5%	0%
Research Division	6	14.3%	57.1%	28.6%	0%
School of Hotel Administration	9	9.1%	81.8%	9.1%	0%
School of Industrial and Labor Relations	29	3.2%	51.6%	38.7%	6.5%
Student & Campus Life	10	10%	50%	40%	0%
Total Responses	629	16.7%	46.1%	27.2%	9.9%

*Note: Office of the President and School of Continuing Education & Summer Sessions are not included due to no responses.

Represented Perspective by Expected Collaborations

Represented Perspective	*As Cornell expands its NYC presence over the next decade, what level of involvement do you expect to have with educational, research, and/or outreach/public engagement collaborations between Ithaca/Geneva and NYC?*				
	Total Responses	**No involvement at all**	**Some involvement (maybe one or two collaborative engagements)**	**Constant and ongoing collaborations**	**Other**
Faculty	478	18.1%	46.3%	24.4%	11.2%
Researcher	164	13.9%	50.3%	26%	9.8%
Extension	85	11.2%	42.7%	41.6%	4.5%
Student Services/Support	44	16.3%	40.8%	40.8%	2%
Department Chair	22	0%	54.6%	45.5%	0%
Center Director	46	10.9%	34.8%	45.7%	8.7%
Academic Leadership/Administration	69	13.9%	37.5%	41.7%	6.9%
Other	49	15.4%	38.5%	30.8%	15.4%
Total	478	17.4%	45.6%	27.2%	9.9%

What benefits have you experienced and/or do you anticipate experiencing in working with programs/ initiatives in NYC?

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Key Themes	Percentage of Respondents*
Weill Cornell Medicine/Medical Collaborations	13%
Cornell Student/Graduate Student Engaged Learning Opportunities	11%
Faculty/Research Collaborations and Grant-Funded Collaborative Projects (in and outside of Cornell network)	7%
Expanded Communities for Outreach	6%
Urban Environment for Studies, Teaching and Subjects	5%
Corporate Relations/Industry Representative Connections	5%
Cultural Resources: Museums, Theatre, Music, Dance, etc.	4%
Diverse Environment/Communities for Studies, Teaching and Subjects	4%

*Note: Based on 455 Ithaca-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

What benefits have you experienced and/or do you anticipate experiencing in working with programs/initiatives in NYC?

Key Themes	Percentage of Respondents*
Bridging Theory (Ithaca) and Practice/Clinical/Policymakers (NYC)	4%
International Perspective and Access	4%
Expertise/Learning from Others/Personal Growth	4%
Alumni Engagement	4%
Potential Projects	4%
Increased Resources	3%
Urban Farming/Food Management	3%
Tech Collaborations	3%

*Note: Based on 455 Ithaca-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

What benefits have you experienced and/or do you anticipate experiencing in working with programs/initiatives in NYC?

Key Themes	Percentage of Respondents*
Generally Positive About NYC Expansion	3%
Expand Cornell's Profile (political, reputational influence beyond rural institution)	3%
Funding	2%
Adult/Executive Education	2%
Urban Ag Spaces/Systems (pest control, sustainability, anthropocene)	2%
Conferences/Events/Lectures	2%
Inter/Cross Disciplinary Learning	1%
Personally no Benefit/Unsure	1%

*Note: Based on 455 Ithaca-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

Benefits of NYC Collaborations: Theme Examples

Weill Cornell Medicine/Medical Collaborations

- *I am in BME. It will be tremendous to have a stronger tie with the medical school. 1- education on what is really needed clinically. 2- makes our program more relevant to the real world. 3- makes our research more competitive at NIH and other federal agencies. 4. makes the educational experience of our students and postdocs more rewarding to see how their research is benefiting real people.*
- *Weill Cornell Medicine can offer undergraduates an opportunity to gain clinical exposure and research experience prior to applying to medical school.*

Cornell Student/Graduate Student Engaged Learning/Opportunities

- *Cornell Cooperative Extension in NYC provides a wealth of resources, support and networks needed for internship opportunities for students. An opportunity for students to continue their community engagement work in a different context, from Ithaca to summer in NYC. Cornell Urban Semester is a great connection.*
- *The opportunity to expose students to the many facets of the food service industry through exposure to and engagement with alumni and their companies.*

Benefits of NYC Collaborations: Theme Examples

Faculty/Research Collaborations and Grant-Funded Collaborative Projects (in and outside of Cornell network)

- *Cornell is a founding member of the Science and Resilience Institute at Jamaica Bay. This has greatly benefited my research program in being competitive for grants with the Rockefeller Foundation and also working with collaborators in NYC such as Columbia University, Hunter College, the NYC Mayor's office, and agencies such as the National Park Service.*
- *Opportunities to get involved with NYC's vibrant and diverse intellectual landscape and to collaborate with scholars in multiple institutions.*

Expanded Communities for Outreach

- *A great opportunity to bring more CCE programs, STEM initiatives to schools and reach a population of students to help them consider new fields and future opportunities.*
- *Greater reach to a more diverse set of opinions and audiences, ability to serve more of the population of NYS.*

Benefits of NYC Collaborations: Theme Examples

Urban Environment for Studies, Teaching and Subjects

- *Increased opportunities to engage with urban issues such as gentrification and displacement.*
- *I think that Cornell is well situated, like no other Ivy-league peer, to focus on the growing divide between rural and urban America. I would want to work in an activity that would have an impact in this area.*

Corporate Relations/Industry Connections

- *Extraordinary expertise in computer vision and AI technology; directly interfacing with Google in development of software and new apps; assistance in locating individuals qualified for tech developer positions in our unit.*
- *Increased industry engagement - NYC is the center of the restaurant universe. -Greater opportunities for research collaborations with industry.*

Benefits of NYC Collaborations: Theme Examples

Cultural Resources: Museums, Theatre, Music, Dance, Etc.

- *As a faculty in AAP, NYC has been vital to links and associations with museums, galleries, artists and many other institutions important to our practice.*
- *NYC is a center of artistic production, particularly the theater arts, and also includes a number of valuable archives that could be productively integrated into undergraduate and graduate education as well as faculty research.*

Diverse Environment/Communities for Studies, Teaching and Subjects

- *Expanded opportunities for student researchers to engage with diverse communities. Greater access to cultural, arts and community activist organizations focused on immigrants and people of color.*
- *Expanded opportunities for research, collaboration and students. Connection to large, diverse, urban populations.*

Benefits of NYC Collaborations: Theme Examples

Bridging Theory (Ithaca) and Practice/Clinical/Policymakers (NYC)

- *Real-world application impacts of my research on transportation systems modeling, air quality impacts, and public health improvement.*
- *Parlaying some of the work we are doing on community and youth engagement, climate change, and livable cities would provide a huge "testing ground" in NYC.*

International Perspective and Access

- *Partnerships with organizations and individuals engaged in interesting research and advocacy work - Engagement with United Nations actors and international partners visiting the UN - Rich experiential learning and professional networking opportunities for students - Access to broader audiences for NYC-based events - Easier for international visitors to fly to NYC than to Ithaca.*
- *Finding global solutions on a world stage.*

Benefits of NYC Collaborations: Theme Examples

Expertise/Learning from Others/Personal Growth

- *I was able to broaden my perspective beyond that of a faculty member on an isolated campus. During two separate years on leave at a university in the NY area, I regularly attended a specialized seminar in my area at NYU. At weekly dinners after the talks, there were usually 5-10 attendees in addition to the speaker, often no two from the same university.*
- *I would like to engage colleagues in my field - a field not represented at Cornell.*

Alumni Engagement

- *I have given two lectures at the Cornell Club for alumni and I have found it extremely rewarding to engage with multiple generations of Cornellians from many different disciplines. I was able to network with some of these alums who put me in touch with persons in the New York area who furthered my research.*
- *Access to busy alumni who might be eager to share expertise and advice but who don't have the time to travel to Ithaca.*

Benefits of NYC Collaborations: Theme Examples

Potential Projects

- *Expand the reach of Cornell's foreign language programs to the NYC campuses.*

Increased Resources

- *I'm a social scientist and New York City hosts a wide range of interesting data relevant to my research interests. Expanding the collaboration between New York City agencies and Cornell could provide access to critical data sources linked across different sources (for instance, public school student administrative records, foster care system records, criminal justice records, and public housing records).*

Urban Farming – Food Management

- *I have worked closely with several urban farmers, as well as GrowNYC and their FarmRoots program, for several years. These interactions have inspired many new grant proposals as well as new project ideas that focus on communicating about agriculture and food systems. There are emerging 'make-spaces' for agricultural entrepreneurs in NYC. Cornell CALS has so much to contribute to this innovation. I will be working much more closely with Cornell Tech colleagues as well as the two new urban ag specialists in NYC.*

Benefits of NYC Collaborations: Theme Examples

Tech Collaborations

- *I teach a class at the Tech campus to students in the JD and LLM programs. Six students are located in NYC, where I am, and another 10 or so are taking the course in Ithaca via video link. This arrangement offers JD students an opportunity to make connections in the NYC legal community, to take classes from experts located here, and to learn from faculty and students who are primarily working on technology issues. It also allows me the opportunity to spend a term working in NYC, which has benefits for my research.*

Generally Positive About NYC Expansion

- *Could live in NYC which would make it more likely that I stay with Cornell.*

Expand Cornell's Profile (political, reputational, influence beyond rural institution)

- *I see an expanding NYC presence as critical to the future viability of funding initiatives and relevancy of the College of Agriculture and Life Sciences to the State of NY. With 2/3 of our NYS Assembly representatives hailing from Long Island and NYC and the lower Hudson Valley - all districts without significant traditional farm production - expanding the network and broadening the connections between downstate political leaders and consumers who like to eat - and our CALS land grant mission - is absolutely critical.*

Benefits of NYC Collaborations: Theme Examples

Funding

- *Access to venture capital for research funding, media for research dissemination, and access to collaborators through NYC-based institutions.*

Adult/Executive Education

- *A benefit is gaining access to adult learners, who are very different from undergraduate and graduate students on the Cornell campus.*

Urban "Ag" Spaces/Systems (pest control, sustainability, anthropocene)

- *Our recent research and extension activities have been focused on the challenges of urban soil contaminants and how these affect or limit the growing urban gardening and farming movement. We have therefore found it very useful to collaborate with Cornell extension staff and NGOs in New York City engaged in supporting urban gardening (e.g., Greenthumb).*

Benefits of NYC Collaborations: Theme Examples

Conferences/Events/Lectures

- *Good location for conferences: academics and practitioners can more easily attend -- especially international (Europe) or NYC-based individuals.*
- *Location in NYC will make it easier to attract people (workshop participants, speakers, collaborators, etc.) who may not otherwise come to Ithaca.*

Inter/Cross Disciplinary Learning

- *Cross-disciplinary opportunities that fuel innovation. Discovering new applications for existing University IP in other fields.*

Personally no Benefit/Unsure

- *I work with dairy, livestock and field crops integrated pest management. I do not think I could be needed in NYC.*

What benefits have you experienced and/or do you anticipate experiencing in working with programs/initiatives in Ithaca/Geneva?

What benefits have you experienced and/or do you anticipate experiencing in working with programs/initiatives in Ithaca/Geneva?

Key Themes	Percentage of Respondents*
Resources/Scope	28%
Access to Expertise	24%
Strong Collaborations	16%
Access to Students	12%
A Stronger Connection to Cornell/Ithaca	12%
Ithaca Collaborations	12%

*Note: Based on 25 NYC-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

Benefits of Ithaca/Geneva Collaborations: Theme Examples

Resources, Scope

- *Exchange of information and virtual resources (ie: Library website, online and archived trainings and webinars). Access to researchers and faculty. Access to resources and equipment. Networking opportunities with researchers and other relevant extension faculty members.*

Access to Expertise

- *Tremendous institutional expertise and depth across disciplines and functions.*

Strong Collaborations

- *I have very good collaborators both within my unit and in other departments. I've been brought in on grant proposals and have friends there.*

Access to Students

- *I've worked as an adjunct professor, traveling to Ithaca several times a semester. It was a great opportunity for me to work with students and to share practice experience, and it allowed me to build my teaching skills (as well as get back to Ithaca more often, which was a benefit in its own right).*

Benefits of Ithaca/Geneva Collaborations: Theme Examples

A Stronger Connection to Cornell/Ithaca

- *I learn more about the institution by working with my colleagues in Ithaca. The sense of both the legacy and the promise of Cornell that I feel when I'm in Ithaca is definitely something that infuses my work in NYC.*

Ithaca Collaborations

- *The AAP NYC program is fully integrated with all AAP academic programming in Ithaca and benefits directly from this approach. Since its initiation in 2006, it has been developed and organized under the direction of the AAP Dean, and in close coordination with the academic direction of the three (3) department chairs (Architecture, Art, and Planning). The current organizational structure is dependent on consistent and thorough information sharing between Ithaca and NYC, and cannot succeed without it.*

What challenges/barriers have you encountered in working with NYC programs/initiatives and/or do you anticipate as Cornell increases its activities in NYC?

What challenges/barriers have you encountered in working with NYC programs/initiatives and/or do you anticipate as Cornell increases its activities in NYC?

Key Themes	Percentage of Respondents*
Challenges with Housing and/or Transportation	41%
Distance	12%
Mutual, Inclusive Buy-In	9%
Communication/Knowledge/Connections Between Campuses	8%
Different or Lacking Processes/Policies/Practices/Systems	6%
Access to Offices, Classrooms, Facilities and Support Services on Other Campuses	5%
NYC as More Complex, Logistically Challenging and Expensive for Activities/ Operations	5%
Other	5%

*Note: Based on 449 Ithaca-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

What challenges/barriers have you encountered in working with NYC programs/initiatives and/or do you anticipate encountering as we increase our activities in NYC?

Key Themes	Percentage of Respondents*
Funding	4%
Lack of a "One Cornell" Approach to Growing Presence in NYC	4%
Different Organizational Cultures/Values/Priorities	3%
NYC CCE/Outreach	3%
Supporting Student Expanded Collaborations in NYC	2%
Ithaca Remaining Strong with More NYC Investment	2%
Working with a More Diverse Community, Including Diversity of Styles and Backgrounds	2%
Collaborative Technology	1%

*Note: Based on 449 Ithaca-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

What challenges/barriers have you encountered in working with NYC programs/initiatives and/or do you anticipate encountering as we increase our activities in NYC?

Key Themes	Percentage of Respondents*
Ithaca Workload	1%
Conferences, Symposia, Events and Visits	1%
Family Responsibilities/Travel Difficulties	1%
Planning NYC Engagement within the Ithaca Academic Year	1%
Needing a Dedicated NYC Footprint/Space	1%

*Note: Based on 449 Ithaca-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

Challenges/Obstacles of NYC Collaborations: Theme Examples

Challenges with Housing and/or Transportation

- *Logistics seems to be the biggest problem. Getting to NYC is still difficult; C2C bus is often full. Additionally, the accommodations in NYC are expensive.*

Distance

- *In a joint federal grant application, a reviewer commented: "Weaknesses: Cornell University and Weill Cornell Medical College research campuses are relatively far apart, which might complicate interaction between the investigators and complicate logistics of the study." Not sure how this problem can be solved though...*
- *It can be difficult to communicate and collaborate long distance, and schedules often conflict.*

Mutual, Inclusive Buy-In

- *Cornell Tech is pretty exclusive - it's not a very welcoming environment for Ithaca-based employees and students. At times, it feels like they go out of their way to separate themselves from the core Cornell mission, vision and values.*
- *Resistance by NYC-based units, especially who have no interest or incentive in collaborating with folks in Ithaca/Geneva.*

Challenges/Obstacles of NYC Collaborations: Theme Examples

Communication/Knowledge/Connections Between Campuses

- *Is there a single website where expertise at all NYC facilities can be researched? We probably need to know much more about each other before going forward and expanding collaborations.*
- *I am not always sure of the appropriate contacts or what existing/ongoing activities are being carried out by our NYC programs. It would help to know if my interest aligns well with an existing program of if I can offer any support to a program in a meaningful manner.*

Different or No Processes/Policies/Practices/Systems

- *Dual parallel processes are a challenge. No single unified set of forms or procedures in some areas. Administratively burdensome at times.*
- *Financial transactions and sponsored funds management are still somewhat cumbersome, although better than they have been in the past.*

Challenges/Obstacles of NYC Collaborations: Theme Examples

Access to Offices, Classrooms, Facilities, and Support Services on Other Campuses

- *Cornell Tech needs dedicated library staff to help facilitate research instruction, provide course support for faculty, research instruction for faculty and students, facilitate access to print material and to online resources, especially Cornell subscriptions to databases and journal packages. It's frustrating and confusing not to have staff in place for this.*
- *We need classroom spaces and temporary, long-term accommodations for faculty, appropriately involved staff, and students.*

NYC More Complex, Logistically Challenging and Expensive for all Activities/Operations

- *NYC is large and complex with many moving parts, and provides considerable challenges due to the need for increased funding to cover expenses and personnel time to work effectively.*
- *Logistics can be a challenge - physically moving around the metropolitan area, especially with project equipment, requires extra time and resources.*

Challenges/Obstacles of NYC Collaborations: Theme Examples

Other

- *Will this type of work be adequately acknowledged and rewarded when it comes time for tenure and promotion?*

Funding

- *There should also be greater support for work being done in NYC that will not and is not intended to be revenue generating.*
- *Access to funding for collaborative projects/programs.*
- *Money to support initial collaborative opportunities, especially for junior faculty and small or pilot efforts.*

Lack of a “One Cornell” Approach to Growing Presence in NYC

- *I hope we move to a "One Cornell" mindset when trying to access NYC facilities. Currently, it feels a little bit like it is still "Engineering's show" though a lot of Cornell units would benefit from a NYC presence.*

Challenges/Obstacles of NYC Collaborations: Theme Examples

Different Organizational Cultures/Values/Priorities

- *Weill Cornell Medicine has a very different "culture."*
- *Administrative and bureaucratic costs associated with collaborative projects. Conflicting priorities between NYC and Ithaca-based programs.*

NYC CCE/Outreach

- *CCE NYC is a critical component for successful programs. It does and can serve as a nexus for extension initiatives, providing a home base, resource staff based in NYC and unique local knowledge of stakeholders and issues.*

Supporting Student Expanded Collaborations in NYC

- *Trying to facilitate access for students with disabilities. There are unique access concerns that arise from being in the city and on a decentralized campus and without having a main SDS office. It relies on the Ithaca office to help facilitate and that's hard to do from a distance. Not impossible, just harder. Communication and having adequate on the ground student service staff in NYC will be important.*

Challenges/Obstacles of NYC Collaborations: Theme Examples

Ithaca Remaining Strong with More NYC Investment

- *One challenge is to maintain a strong Ithaca campus while pursuing these other possibilities. An ability and willingness to be creative, mindful, open and inclusive with the many possibilities in NYC.*
- *It is possible that an expanded NYC footprint will diminish the Ithaca footprint.*

Working with a More Diverse Community, Including Diversity of Styles and Backgrounds

- *Diversity and challenges in perspective/needs in outreach -- rural versus urban, ethnic and racial, socioeconomic status, etc.*

Collaborative Technology

- *We need to focus on the operational aspects/logistics of how to actually run virtual events that can span both campuses, so they are easier. Right now, it's a mess on both ends -- and neither end wants to take ownership to solve those issues. If we could solve that, we could rise above other campuses with no city footprints (like Dartmouth or UVA) as well as those with only city footprints (like Columbia & NYU) to offer students a fantastic dual rural-city educational experience -- but you need a technological/operational plan to support this -- and currently, it's not being done.*

Challenges/Obstacles of NYC Collaborations: Theme Examples

Ithaca Workload

- *The only obstacle has been that I have been too busy here in Ithaca to turn my attention toward the projects that would involve Cornell Tech.*
- *Reduced staffing of Ithaca classes because of faculty being in NYC.*

Conferences, Symposia, Events and Visits

- *There are understandably limitations with regard to receiving international visitors, hosting events, etc.*

Family Responsibilities and Difficulties to Travel Spontaneously

- *I am based in Ithaca. I live here; my family lives here; I have children in school. If I wanted to meet with someone in New York, or do a workshop there, it would require significant planning and significant costs in time and money. I can't just have coffee with a colleague or pop into an office.*

Challenges/Obstacles of NYC Collaborations: Theme Examples

Planning Time for NYC Engagement within Ithaca's Academic Year

- *Faculty who choose to work with students in New York City are charged with finding time to work this into a semester of Ithaca-based teaching. This results in solutions such as field trips over summer, winter or spring breaks, which compromise faculty ability to use these breaks for their own research and/or recuperation.*

Needing a Dedicated NYC Footprint/Space

- *For the Master's program, dedicated space is a problem.*

What challenges/barriers have you encountered in working with Ithaca/Geneva programs/initiatives and/or do you anticipate encountering as Cornell increases our activities in NYC?

What challenges/barriers have you encountered in working with Ithaca/Geneva programs/ initiatives and/or do you anticipate encountering as Cornell increases our activities in NYC?

Key Themes	Percentage of Respondents*
Distance	29%
Funding	17%
Communication/Knowledge/Connections Between Campuses	17%
Mutual, Inclusive Buy-In	13%
Collaborative Technology	13%
Challenges with Housing and/or Transportation	13%
Different Org Cultures/Values/Priorities	8%
Different or No Processes/Policies/Practices/Systems	4%

*Note: Based on 24 NYC-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

What challenges/barriers have you encountered in working with Ithaca/Geneva programs/ initiatives and/or do you anticipate encountering as we increase our activities in NYC?

Key Themes	Percentage of Respondents*
Working with a More Diverse Community, Including Diversity of Styles and Backgrounds	4%
NYC Workload	4%
Bridging the Theoretical and Practical	
NYC CCE/Outreach	4%

*Note: Based on 24 NYC-based respondents who submitted comments. Percentages are rounded to the nearest whole number.

Challenges/Obstacles of Ithaca/Geneva Collaborations: Theme Examples

Distance

- *It takes a long time and a lot of engagement to build strong, durable working relations that result in meaningful and productive collaboration across the locations. Meeting in person, at strategically identified times throughout the year, is important but expensive.*

Funding

- *Our greatest challenge is in staffing the NYC program, which has NOT been allowed to increase personnel despite significantly expanding its academic and special events programming (and also increased the size and scale of the NYC design studio).*

Communication/Knowledge/Connections Between Campuses

- *Another periodic concern is the difficulty of keeping pace with changes in university policies and/or practices. In many cases, specialty training that is targeted to Ithaca-based faculty and personnel are not or rarely extended to off-campus programs. As activities are increased between Ithaca and NYC, more emphasis is needed to ensure that critical communications are viewed in the broadest possible way.*

Challenges/Obstacles of Ithaca/Geneva Collaborations: Theme Examples

Mutual, Inclusive Buy-in

- *There are times when we have worked on collaborations with colleagues at Cornell where the project design or research instruments were not effective in reaching the intended goal, and the collaborating colleague was not open to making needed changes. This makes our NYC operation appear to be insensitive to the audience or to have unrealistic expectations regarding what can be accomplished. There must be flexibility and opportunity for input in both/all sides of collaborative ventures.*

Collaborative Technology

- *We also need to improve our AV infrastructure to better support seminars across Ithaca and NYC. I have been discussing this with IT, CIS, and Cornell Tech for a long time, but progress has been slow.*

Challenges with Housing and/or Transportation

- *Commuting between Ithaca and NYC. The bus is simply not frequent enough nor comfortable enough. Availability of short-term accommodation in Ithaca.*

Challenges/Obstacles of Ithaca/Geneva Collaborations: Theme Examples

Different Organizational Cultures/Values/Priorities

- *Pace of work in Ithaca is very different from NYC. Lack of understanding by Ithaca-based staff and others of the "depth of bench" (overall scale) at Cornell Tech. Prioritization of initiatives given resource constraints, which is why this committee is so important.*

Different or No Processes/Policies/Practices/Systems

- *Disparity in resources/scale of operations, speed to completion and use of enterprise systems.*

Working with a More Diverse Community, Including Diversity of Styles and Backgrounds

- *Sometime unrealistic expectations of NYC program participants. Researchers are out of touch with the reality of an urban diverse city.*

Challenges/Obstacles of Ithaca/Geneva Collaborations: Theme Examples

NYC Workload

- *Travel constraints and conflicts between responsibilities in home campus and across campuses. No additional credit given to cross-campus teaching or coordination.*

Bridging the Theoretical and Practical

- *Sometimes the programs are too academic, especially the entrepreneurship programs. I think some programs look great on paper but when executed they have less participation from faculty than expected.*

NYC CCE/Outreach

- *Lack of value put in the outreach work and relationships that the NYC Extension faculty have and could bring to the table when thinking of programs or initiatives in NYC to experiment with, or collaborate.*

In what ways do you think Cornell expanding its presence in New York City would help with both the recruitment and retention of faculty and staff, and/or dual-career issues?

In what ways do you think Cornell expanding its presence in New York City would help with both the recruitment and retention of faculty and staff, and/or dual-career issues?

Recruitment of Faculty and Staff Themes

Key Themes	Percentage of Respondents*
Expanded presence in NYC would support faculty recruitment/retention	21%
Helpful in recruitment/retention of professionals (including younger professionals) who want to work in an urban/less isolated area	20%
The draw of NYC to support research and/or collaboration	8%
No impact/negative impact on the Ithaca campus	3%

*Note: Based on 92 respondents who submitted comments. Percentages are rounded to the nearest whole number.

In what ways do you think Cornell expanding its presence in New York City would help with both the recruitment and retention of faculty and staff, and/or dual-career issues?

Dual Career Themes

Key Themes	Percentage of Respondents*
Distance Too Great to Support Dual Careers	13%
Dual Careers: More Employment Options in NYC	11%
Limited Dual Career Impact	8%
Beneficial for Dual Career Families	8%
Other	8%

*Note. Based on 92 people who submitted comments. Percentages rounded to the nearest whole number.

Recruitment of Staff and Faculty: Theme Examples

Expanded Presence in NYC Would Support Faculty Recruitment/Retention

- *NYC offers exciting possibilities for work that would be attractive to individuals from a wide variety of disciplines. Having a foot in both Ithaca and NYC might allow one to experience the best of both worlds.*

Helpful in Recruitment/Retention of Professionals (Including Younger Professionals) who Want to Work in an Urban/Less Isolated Area

- *The NYC campus is attractive to candidates who want to live in an urban setting. Ithaca can feel very remote to people who want the noise, density and accessibility of a big city. So the second campus gives the university the ability to appeal to both those who want an urban and a more rural lifestyle.*

The Draw of NYC to Support Research and/or Collaboration

- *The research, teaching and collaborative possibilities are endless in NYC.*

No Impact/Negative Impact on the Ithaca Campus

- *Makes it easier to recruit faculty, but those faculty do not necessarily have any connection to Ithaca, nor do they necessarily view Ithaca campus and themselves as part of the same organization.*

Dual Career: Theme Examples

Distance Too Great to Support Dual Careers

- *Very little, frankly. It's too far for most couples, especially if there are kids, to make work for anything but the short term (whether of the partnership or the jobs). Faculty who are good enough for us to hire and who really want to live in NYC have plenty of other options: Columbia, NYU, Princeton, or even Yale. If we want an additional faculty member in the department, we're far better off recruiting someone who will be in the department full-time, and hence who can contribute meaningfully to the department's teaching and service needs.*

Limited Dual Career Impact

- *Other than for recruitment/retention of faculty, staff and trailing spouses whose work is inherently urban or tied to Weill Cornell Medicine or Cornell Tech, I don't think it will help at all.*

Dual Career: Theme Examples

Dual Careers: More Employment Options in NYC

- *Clearly, NYC's diversified economy provides extraordinary opportunities in recruiting faculty and staff, as well as resolving dual-career issues. Given the exceptional range of academics working and living in NYC, Cornell will surely benefit from this location. Cornell would be well served by establishing a fully staffed Human Resources Office in NYC.*

Beneficial for Dual Career Families

- *It already has made a difference, allowing us to retain faculty and deal with dual-career issues. I anticipate that increasing.*

What do you think could facilitate more collaboration between Ithaca/Geneva and NYC based-faculty/collaborators on teaching, research, or outreach projects?

What do you think could facilitate more collaboration between Ithaca/Geneva and NYC based-faculty/collaborators on teaching, research, or outreach projects?

Key Themes	Percentage of Respondents*
Expanding the Focus Beyond Technology	19%
Improvements to Housing, Parking, and/or Transportation	15%
Facilitating Communication Between Campuses	13%
Conferences, Symposia, Events and Visits	11%
Funding	9%
Collaborative Technology	6%
Mutual Buy-In	6%
Access to Offices, Classrooms, Facilities, and Support Services on Other Campuses	5%

*Note: Based on 540 respondents who submitted comments. Percentages are rounded to the nearest whole number.

What do you think could facilitate more collaboration between Ithaca/Geneva and NYC based-faculty/collaborators on teaching, research, or outreach projects?

Key Themes	Percentage of Respondents*
Not interested in Collaboration/Concerns about Two Campus Model	5%
Protocols to Facilitate Collaboration/Streamlining	4%
Mandates and/or Incentives for Collaboration	4%
Establishing Short- or Long-Term Residencies, Faculty Appointments on Other Campuses	4%
Expanding Opportunities for Students	3%
Inter-Campus Liaison	3%
Shared Governance	1%

*Note: Based on 540 respondents who submitted comments. Percentages are rounded to the nearest whole number.

Facilitate More Collaboration: Theme Examples

Expanding the Focus Beyond Technology

- *At present, the emphasis has been on "Cornell Tech"— attention to business collaboration has been promoted. Significant attention to the "moving parts" of the university, including social sciences, humanities, and "hard science" research, possibly allowing for and encouraging conversations among them, possibly in the form of "city retreats," could be exciting. Including the possible futures of all faces of the university would be welcome.*

Improvements to Housing, Parking, and/or Transportation

- *The cost of the campus-to-campus bus is very expensive; lower costs would encourage more frequent travel. The housing on Roosevelt Island is currently only for long-term stays. It would be nice if Cornell had affordable one- or two-night accommodations in NYC.*
- *While we have the campus-to-campus bus, oftentimes during the semester many of the tickets get sold out. So I have to plan weeks in advance, and this adds an additional barrier to facilitate collaboration since often times research and teaching collaborations are fluid, and things pop up last minute. I bet in most cases when that happen, people would just rather not collaborate because it is "too hard" to coordinate trips.*

Facilitate More Collaboration: Theme Examples

Facilitating Communication Between Campuses

- *1. Having a centralized database that lists potential projects or areas of interest--with contact information so we can reach out to someone. 2. If someone could do a one-on-one mapping to identify who has similar jobs in Ithaca/Geneva and NYC.*
- *On teaching: Identify a handful of faculty from the NYC campuses and bring them up to Ithaca to visit Ithaca departments/programs not yet involved with NYC activities. On those visits have them brainstorm potential teaching collaborations ranging from guest lectures (via distance learning) to course cross listing to development of new courses. For outreach: Ask the Ithaca departments to brainstorm some ideas for collaborative outreach activities with NYC. Ask the NYC faculty to do the same. Pick a few people from each site who are well networked with a wide range of colleagues at their campus, and bring them together to sort through the ideas. Then have them facilitate meetings (via Skype, etc.) between Ithaca and NYC faculty with compatible or synergistic ideas. For departments which have seminars for graduate students to discuss their work, provide incentives to the departments to bring in a couple of NYC graduate students to give talks, and to send a couple of Ithaca graduate students to NYC to give talks. Even if the talks are not entirely on topic for their audience, they will provide points of contact and perspectives on what goes on at the other campus.*

Conferences, Symposia, Events and Visits

- *Connecting NYC-based staff with those of us in the rest of the state: meet and greets, conferences and project collaboration.*

Facilitate More Collaboration Theme Examples

Funding

- *Funding and bandwidth. At Cornell Tech, we have a lot of demands on our time as we try to build several new programs and engage with our local community; I'm sure Ithaca faculty have similar time constraints. Incentivizing cross-campus engagement funds or research assistance (e.g., a fellowship program that funds students to work on cross-campus collaborations with two faculty sponsors) might help break down some of those barriers.*

Collaborative Technology

- *I would love it if the campuses could have a video conference service that was excellent and available widely and that we could deploy strategically and often to solve the travel distance barrier. I collaborate with co-authors all over the world and we meet and work via Skype. We share our screens, have excellent, reliable sound and video quality and it feels like being in the same room. This doesn't scale as well to meetings with more people, but a video-enabled conference room that was strategically designed with modern technology to allow groups at the various campuses to meet and share ideas would really help. I have seen such rooms on other campuses (usually in the business school) and they are incredibly effective. This resource would have to be sufficiently accessible to the faculty and their graduate students and postdocs in order to be widely used.*

Facilitate More Collaboration: Theme Examples

Mutual Buy-in

- *How do we indicate a willingness to engage with Cornell Tech? Whom do we talk to? Emailing them doesn't seem to do the trick and I haven't seen any outreach on the Ithaca campus to talk about synergies.*

Not interested in Collaboration/Concerns about Two Campus Model

- *We should focus on Ithaca. NYC is not part of our mission.*

Access to Offices, Classrooms, Facilities, and Support Services on Other Campuses

- *Cornell teaching space in NYC (not necessarily on Roosevelt Island) with classrooms and seminar rooms, accommodations for faculty and participants who travel to NYC for programs.*

- *It would be great to have a hub for current students with a support staff member. This would be a way that students can connect in NYC and offices can utilize those students studying in NYC for the semester.*

Facilitate More Collaboration: Theme Examples

Protocols to Facilitate Collaboration/Streamlining

- *Better attention to the structural differences between the two campuses: indirect costs, how faculty salaries are charged on grants, ease of billing accounts.*

- *Protocols for spanning the physical distance - who needs to know or approve travel, how to travel (Fleet vehicles, buses, rentals? what are the options, are there discounts, does CU fund some of it?) overnight accommodations (options, funding), logistics on far end - how to reserve classroom space, process for connecting with alumni and industry (is there a single contact at Cornell who facilitates or do we just reach out to alums we know?)*

Mandates and/or Incentives for Collaboration

- *Leadership initiatives are essential to facilitate collaboration between Ithaca and NYC.*

- *Sessions to facilitate / initiate collaborations, including a description of support available to incentivize these collaborations, messaging from university senior leadership that these collaborations are valued (as they take additional time) and encouraged.*

Facilitate More Collaboration: Theme Examples

Establishing Short- or Long-Term Residencies, Faculty Appointments on Other Campuses

- *Some form of exchange program that allows faculty to rotate between the campuses on a semester basis. (Like the Rome program offered in AAP)*

Expanding Opportunities for Students

- *It could be interesting to devise 1/2 semester modules so that students (and possible faculty) in Ithaca and NYC could switch positions within the semester, taking half the course in each location. For example, a course in urban theory could mix a more classroom-based module with a more site/field-trip based module. Students could, in theory, also switch living accommodations between the two venues.*

- *We might also think about ways to more fully integrate technology into our curricula and to design hybrid classes that include live and virtual modes of instruction as well as students from Ithaca and NYC campuses.*

Facilitate More Collaboration: Theme Examples

Inter-Campus Liaison

- *A designated office or set of staff to help facilitate collaborations, and a clear system for knowing what resources and collaborators are available.*

Shared Governance

- *Have a wide range of faculty from Ithaca represented on planning bodies in the Cornell NYC operations.*

- *More involvement of faculty in decision making is essential.*