



Cornell University  
ILR School

### **ILR School Task Force Report Summary**

By Dean Harry Katz

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ILR achieved administrative economies without diminishing the quality of student and academic services. Headcount was reduced and non-personnel cost savings were achieved through layoffs and programmatic adjustments concentrated in administrative operations and the School's Extension Division. In addition, twenty-four ILR employees participated in the University's voluntary retirement program (SRI). Four task groups (library, outreach, administrative support, and student services) generated cost saving recommendations that have been adopted over the last several months. Administrative changes were adopted in other departments in the School as well so as to limit expenses and position refills. Through position consolidations and administrative restructuring, the School is achieving its goal of refilling a small number (6) of the openings created by Fall 2008 layoffs, attrition, and spring 2009 retirements. As a result of this limited position refill rate ILR has achieved a 15% reduction (since 2008) in its non-faculty staff.

The ILR School did not engage in a strategic re-assessment of its basic programs and structure in part because a broad assessment of these matters took place a year and half ago during an external review of the School. In addition, as an outgrowth of strategic discussions that had occurred in recent years the School has been shifting its programmatic focus in two ways – growing its undergraduate program through increases in transfer students (mostly guaranteed sophomore transfers) and downsizing and restructuring the ILR Extension Division. The latter were necessary in the face of the poor financial performance of the Extension Division and cuts in SUNY appropriations to the School. There is widespread satisfaction with these shifts and no clear need for a broad programmatic re-orientation or new School-wide strategic plan.

