School of Continuing Education and Summer Sessions Task Force Report
October, 2009

Members of the School's Task Force have been meeting regularly for many years to discuss precisely the matters that are now to be reviewed in the context of the need to reduce the University's unrestricted budget. Consequently, we are confident we can achieve the required budget reduction while maintaining and enhancing the excellence of our educational offerings.

We have considered the following issues that are to be addressed by each Task Force:

***Vision and Goals*:**

Vision: Following Ezra Cornell's dictum, we strive to offer valuable educational opportunities for any person, in any study, at any time, and in any place.

Mission: The School provides outstanding and unique educational opportunities year-round for some 7,500 registered students, persons of all ages (from 3 to 93 years of age) and all interests, in more than 900 courses and programs. These opportunities are presented in a wide variety of formats and time frames. The classes, both credit and noncredit, are offered on Cornell campuses in Ithaca, Washington, and Qatar and in many other places around the world, and via distance learning. The School provides the University with the means and the abilities to respond globally with extraordinary flexibility and rapidity in both traditional and nontraditional ways, and the School is accustomed to acting as an initiator and nurturer of the educational enterprise in conjunction with all of Cornell's colleges and schools in innovative, efficient, and sustainable ways.

School Goals:

Goal One: To serve with ever-growing effectiveness both Cornell undergraduate and graduate students and the faculty members who teach them by offering a large, diversified, and coherent set of courses and programs year round. To maintain the Cornell University Summer Session's reputation among peer institutions as one of the premier summer operations in the nation.

Goal Two: To enlarge and strengthen summer programs that introduce qualified high school students to the University by means of regular credit classes and special non-credit career explorations. In addition to attracting and funding additional United States underrepresented-minority-group students, to recruit substantial numbers of international secondary students for a robust acculturation experience at Cornell.

Goal Three: To develop and maintain lifelong learning relationships between Cornell faculty members and Cornell alumni, parents, and friends of the University at appropriate locations, on and off campus, both nationally and internationally, and by distance methods. To promote a wider recognition and foster a greater appreciation of Cornell CyberTower as an outstanding

educational resource for its intended audiences (in particular, current Cornell students as well as alumni and future Cornell students).

Goal Four: To increase awareness of Cornell's intellectual and research strengths, and to spread the benefits within corporate, professional, and governmental circles by means of interdisciplinary professional and executive programs that showcase the outstanding faculty and professional staff members of the University's colleges and schools.

Goal Five: To enhance the School's visibility as a potential partner, both internally and externally, by responding as a vital part of Cornell's public service and outreach to international, national, regional, and local community needs with the entire course roster of Cornell supplemented by well-organized, well-publicized, and cost-effective educational programs.

We believe the current set of activities and investments fully support the aspirations of the School.

Structure:

Over the past 20 years our staff size has decreased in spite of the fact that in more recent years we have absorbed such additional responsibilities as Cornell in Washington (with seven FTEs), the WCMC-Q Foundation and Pre-medical Programs, development of a credit distance learning program, all media requirements (print and Web-based) for the School, and the requirements of the PeopleSoft system. By constantly monitoring our program needs and our staff members' strengths, we have maintained an extraordinarily flexible organizational structure and have increased the School's return to General Purpose Funds and other academic units by fourfold. We believe this record is without equal in the University. Yet, in spite of these unparalleled accomplishments, in F '11 we intend to reduce our staff costs by $80K.

Extramural Study will be serving as an internal transfer division for WCMC-Q Pre-medical Program students who are conditionally accepted to one of the Ithaca colleges and schools. The University might consider using Extramural Study for the same purpose for external students who would be charged a per-credit-tuition rate equal to that of their intended colleges during their transition to matriculation. We also recommend that the University review the current administrative structure of eCornell to determine if it is the most efficient and effective – and consider bringing eCornell inside the institution as a non-profit entity, able to offer courses for academic credit (and degrees).

Closings:

We monitor all of the School's activities continuously and do not hesitate to reduce or close any programs that have outlived their intended purposes. We also do our best to use the resources we have available to us in the most efficient ways possible. By working efficiently with our partners in CIT, we recommended, for example, that the FY '10 Cornell CyberTower appropriation (the

only one the School receives) be reduced by approximately 30% from $364K to $250K, an ongoing savings of $114K+.

Deployment of Teaching Resources:

We have begun reducing the number of classes in the Summer Session and have moved from fully guaranteeing faculty salaries to making all salaries contingent on class enrollments. This will save at least $30K each year. We have also ended the Cornell's Adult University practice of hiring spouses as host staff that should result in a savings of at least $10K. We continue to encourage departments to take advantage of the Winter Sessions and Summer Sessions to offer classes, perhaps taught by qualified visiting faculty members, that would otherwise be unavailable to their students because of faculty leaves or position vacancies.

*Administrative Functions***:**

We have always been open to centralizing administrative functions in areas that have taken into account the special needs of our faculty and students. One of our members is currently a member of the Registrars Planning Task Force to this end. As soon as the power of the Internet became clear to us, we began shifting our marketing efforts from print media to the WWW, starting with the elimination of the Cornell University Summer Session catalog. In this, we were one of the first in the country to do this. We have continued with publications in our Special Programs and Executive Education department. In FY '11, the savings from eliminating the Cornell University Summer College Program for High School Students and CAU catalogs alone should be about $120K.

*Outreach and Engagement***:**

All of our activities involve forms of outreach and extension that are supportive of the University's research and educational missions. For us, feedback is immediate, constant, contemporary, and determinative.

Implementation:

We are hopeful that we will be able to increase the School's financial return to the University in a number of areas: by means of new programs (a post-baccalaureate pre-medical program, a distance learning class in space weather, and a Society for Human Resource Management global human relations program, for example), by means of new contributions that will provide University budget relief (aggressively seeking Summer College scholarship aid and for building additional endowments for CAU), and by means of a renegotiated University contract with the Qatar Foundation for the increased services that the School is providing to WCMC-Q.

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