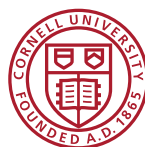




# ADVANCING THE FUTURE OF WORK



**ILR School**

# ILR School of Work

Work is a universal pursuit that connects cultures and continents. There are nearly 8 billion people on our planet and most of us work. Our work generates personal income that helps us provide the basic necessities and security for our families. At a much deeper level, our work can be a source of dignity, pride, and respect. It is a way for us to contribute to society and leave the world a better place than we found it. While our work alone does not define who we are, our work can help us to define the world around us.



**SINCE OUR FOUNDING IN 1945,** the ILR School at Cornell University has been at the heart of extraordinary changes in the workplace. We design and deliver education, research, and public-impact programs to tackle the most pressing issues facing workers and organizations. As part of our focus on the workplace, ILR has led innovations in Labor Relations and supported the evolution of Human Resources. As the school with the most diverse student population at Cornell, we strive to increase accessibility to higher education and foster an inclusive environment for our students, faculty and staff. Our students develop critical thinking and complex problem-solving skills that have helped them become leaders in their professional lives. Our faculty work tirelessly to address transformational issues such as **inequality in the workplace, enabling solutions for the global workforce and helping to shape the future of work.** ILR is the School of Work.

**“At ILR, we have more faculty studying the world of work from more perspectives than anywhere else.”**

**ALEXANDER COLVIN**

Kenneth F. Kahn '69 Dean  
Martin F. Scheinman '75, MS '76 Professor of Conflict Resolution




Our faculty research and teach foundational skills that focused on the workplace issues that most affect people’s lives: discrimination, compensation, accessibility and inclusion. As a result, ILR has influenced inequality at work with changes to public policy that reduce disparities.

For example, Professor Francine Blau has been a leading voice in creating awareness through world-renowned research and drives needed change in gender pay equity. Our Scheinman Institute on Conflict Resolution promotes fairness and equity in the arbitration and mediation field. Our new undergraduate curriculum – which includes courses that address issues of diversity – is designed for students to gain appreciation for the importance and benefits of equity at work.

ILR is enabling solutions for a global workplace. Our Labor Leading on Climate Initiative has elevated the need for clean-energy jobs that address the pervasive issue of global climate change. Our New Conversations project is taking on worker rights in global supply chains to ensure safety and fairness for labor-driven industries. Professors Shannon Gleeson and Kati Griffith have made significant strides toward improving worker rights with their research connecting immigration and labor laws.

Finally, ILR is shaping the future of work. Where our research is put into practice, it is driving public impact through our Centers on Work. ILR’s research has been cited in the judicial system and referenced by policymakers to create meaningful change and improve workers’ lives. Our focus on



A portrait of Courtney McCluney, a Black woman with glasses and a black blazer, speaking. The background is a blurred outdoor setting with greenery.


**“My work seeks to understand the experiences of marginalized communities in the workplace and how to create more inclusive organizations.”**

**COURTNEY MCCLUNEY**

Assistant Professor,  
Organizational Behavior

the next generation of the workplace involves the study of new technologies like artificial intelligence (AI) and the impact of continued automation. We seek to understand what the workplace of the future will look like and anticipate the needs they will have in our rapidly changing landscape of work, employment and labor.

The very nature of work is changing. Roles are becoming transportable, less permanent and remote. Technology and social norms are shifting. People are becoming more responsible for their own futures and less reliant on industries, organizations, and businesses. We help policymakers, employers, and labor organizations understand the gig economy, entrepreneurship, and the rapidly evolving concepts of work, organized labor, and government.

A portrait of Adam Seth Litwin, a man with short dark hair wearing a blue and white checkered shirt, speaking. The background is a blurred outdoor setting with a stone wall and trees.

**“It’s our job to make sure that our students - future managers and policy makers - have both hands on the wheel and really have the knowledge and the confidence to deliver the future that they want.”**

**ADAM SETH LITWIN**

Associate Professor,  
Labor Relations, Law, and History

The ILR School at Cornell University is the top educational institution in the world focused on work, employment and labor. Ezra Cornell’s vision and desire “to do the greatest good” is the driving force

behind ILR's mission. ILR continues to guide the future of work by educating future generations of leaders who will apply our teaching in creating their world. Join us as we make change happen in the field of work – today and in the future.



**“In a changing workplace with intermixed cultures, it’s important to understand new perspectives and differing backgrounds. And ILR gives you that engagement and experience.”**

**ANNE BUGAYONG '23**

Student

## **THE CAMPAIGN FOR ILR**

ILR is at the center of the global conversation about work and we must continue to evolve our approaches to remain the leader in helping people and organizations transform the world of work, labor and employment.

As we embark upon this historic campaign **To Do the Greatest Good**, we will ask our community to invest \$75M in the future of the ILR School for three strategic priority areas:

### **Faculty Recruitment, Retention and Research** Investment Target: \$33 million

ILR's status as the world's top academic unit focused on work, labor, and employment has allowed it to attract excellent faculty and students who study these important areas for the future of work. ILR's faculty include some of the very best social scientists at Cornell. A major challenge for the School is that many of its leading senior scholars received their PhDs in the 1970s and were hired as part of major recruitment effort by the School in the 1970s and 80s, which solidified our research strength and preeminence in the field. This great generation of ILR faculty are now relatively high in seniority, with some already lost to retirement. To maintain the academic strength of the School and build on the key areas for the future of work outlined here, it is critical that we recruit a new generation of excellent faculty to replace them. We will be losing leading researchers who are also

amazing teachers, beloved by generations of ILR alumni. Recruitment in our academic fields is increasingly competitive as we go up against some of the top business schools and other social science departments to attract faculty talent. Having the resources to be competitive in recruitment is crucial for the future of the School. A measurable goal for ILR is to continue hiring faculty at roughly 5 per year for the next 3-5 years.

Research and teaching by ILR faculty and graduate students is investigating how technological change is transforming the world of work. Examples of ILR research in this area include: the historical origins of the 'gig' economy of short term, often internet intermediated work; how information technology is transforming health care work; conflict at work in the smartphone driven rideshare industry (Uber, Lyft, etc); and the use of algorithms to manage the workforce. To remain the world's top academic unit focused on work, faculty research is critical to our success and future standing. A measurable goal is for ILR to increase not only the number but the quality of published research by ILR faculty. To accomplish this, we must source funding for our faculty research projects, graduate students and post-docs.

## **Access, Experience and Wellbeing**

### **Investment Target: \$21 million**

Cornell has been described as the first truly American university based on its founder's revolutionary vision of educating "...any person..." in "...any study." More than 150 years after its founding, Cornell continues to dedicate itself to the vision of a university where access is determined solely by the abilities, achievements, and aspirations of our applicants. Similar to the Cornell overall percentages, ILR has roughly half of its student body who receive some level of financial aid. Access to education for undergraduate and graduate students is a top priority for ILR. For our students it allows for a better experience without the burden of heavy debt. Often, it is the deciding factor regarding whether they will attend Cornell or not.

ILR puts an emphasis on the quality of the overall student experience by providing a learning environment reflective of the diversity of the world in which they will live, work and lead. In the classroom, this means tenured and tenure track faculty conducting the bulk of teaching at ILR and not relying on lower cost lecturers, graduate students, or adjuncts. Outside of the classroom, it means having high quality student services, including student advising, career services, internship programs, and international programs. In addition, a fair amount of time and attention are given to ensuring our students are well, both physically and mentally. We have existing programs in place and partner with Cornell staff as well.

## **Programs and Outreach**

### **Investment Target: \$21 million**

ILR offers a wide variety of programs and activities for our students. Funding our investment in areas such as speech & debate, conflict resolution, sports business society, women's caucus, and others is a priority for ILR. Costs are often associated with participation in these organizations beyond a student activities fee and central funding. Participation in international and credit-bearing programs are encouraged and well-received by our students. Funding for student participation in one or more of

these programs is a priority for ILR so that our students can experience life outside the classroom and gain valuable insights.

Cornell's ILR School Outreach (centers, institute and professional programs) brings together the insight of leading scholars, researchers, and practitioners to design training courses for the modern workplace. We specialize in work – from HR practices to labor relations, and conflict-resolution strategies. We train people who change their organizations. Annually, nearly 100,000 participants take part in our various offerings. Additionally, ILR's Outreach was awarded more than 100 grants and sponsored research opportunities. We strive to improve our areas of strength both internally and externally and expand our public policy footprint.

