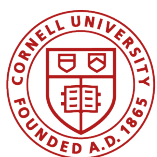


A FIVE-YEAR PLAN
2024—2028



Cornell Brooks
Public Policy

EXECUTIVE SUMMARY

FOUNDING STRATEGIC PRIORITIES

RESEARCH

EDUCATION

ENGAGEMENT



INTRODUCTION

OUR MISSION

The Cornell Jeb E. Brooks School of Public Policy is dedicated to advancing the well-being of all people through the development of new knowledge to solve pressing global policy challenges, rigorous training of the next generation of policy leaders, and active engagement with policymaking around the globe.

OUR CORNELL VALUES

At the Brooks School, we embrace Cornell's six core values that bind us as a university community:

- ▶ Purposeful Discovery
- ▶ Free and Open Inquiry and Discussion
- ▶ A Community of Belonging
- ▶ Exploration across Boundaries
- ▶ Changing Lives through Public Engagement
- ▶ Respect for the Natural Environment

INTRODUCTION

The purpose of our strategic plan is to guide us as we define our strategic priorities in the initial years following the founding of the Brooks School in Fall 2021. As a newly formed community, we have worked collaboratively to develop long-term goals that drive shorter-term actions designed to achieve these strategic priorities.



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To meet the challenges of our time, the world requires a new generation of leaders with the skills and drive to tackle the biggest policy problems we face as a global society.

- COLLEEN L. BARRY, BROOKS SCHOOL DEAN

ABOUT THE BROOKS SCHOOL

HISTORY

The Cornell Jeb E. Brooks School of Public Policy was established in September 2021. The School's opening was the culmination of a four-year faculty review focused on how best to integrate and advance the policy teaching and research occurring across the Cornell campus and, in doing so, contribute to elevating excellence in the social sciences. This process was preceded by five decades of discussions about launching a policy school at Cornell. The School was created under the leadership of President Martha Pollack and Provost Michael Kotlikoff with the support of the Cornell University Board of Trustees.

ASPIRATION

At its founding, the aspiration for the Brooks School was to unify Cornell's wide-ranging expertise in policy research, education, and engagement into a single, world-class entity positioned to tackle the complex global policy problems of our time. In the context of the land grant mission of Cornell, the School's faculty explore how government decisions and actions intersect with people's lives and conduct rigorous research to inform policy innovation.

DEGREE PROGRAMS

Nearly 700 students are enrolled in our degree programs in 2024. We offer degree programs at all levels including:

- Undergraduate majors in Public Policy and Health Care Policy
- Residential Master of Health Administration (MHA) and an Executive MHA
- Residential Master of Public Administration (MPA) and an Executive MPA
- PhD in Public Policy through the public policy graduate field

RESEARCH CENTERS & INSTITUTES

The Brooks School is the institutional home of five research centers and institutes:

- Brooks School Tech Policy Institute
- Cornell Center for Health Equity
- Cornell Population Center
- Cornell Program in Infrastructure Policy
- Institute of Politics and Global Affairs

The Brooks School is also home to:

- Cornell in Washington
- Capital Semester in Albany
- The State Policy Advocacy Clinic

▶ ABOUT JEB E. BROOKS & CHERIE WENDELKEN



Jeb E. Brooks, MBA '70, his wife, Cherie Wendelken, and the Brooks Family Foundation provided the generous support to name the School. Jeb was an early advocate for socially responsible investment whose late father taught at Cornell and whose Cornell roots span three generations. Cherie holds a PhD in architectural history from the Massachusetts Institute of Technology and was a Harvard University professor. In 1999, Jeb and Cherie established the Brooks Family Foundation, which focuses on health care, underserved children, and the environment.



OUR PLAN

MAPPING OUR FUTURE

To set a bold future for our new School, we have organized our strategic priorities under three founding pillars and four cross-cutting themes through the lens of our seven areas of policy focus.



The Cornell Brooks School has connected our policy expertise with subject-specific expertise in critical areas.

- MARTHA POLLACK, CORNELL UNIVERSITY PRESIDENT

OVERVIEW OF THE STRATEGIC PLAN

We have organized our strategic priorities under three founding pillars and four cross-cutting themes across our seven areas of policy focus.

FOUNDING PILLARS

▶ **PURPOSE-DRIVEN RESEARCH**

▶ **EDUCATIONAL EXCELLENCE**

▶ **POLICY ENGAGEMENT**

CROSS-CUTTING THEMES

 **FOSTER A THRIVING COMMUNITY**

 **BUILD AN ETHOS OF COLLABORATION**

 **ADVANCE EQUITY**

 **PRIORITIZE IMPACT**

AREAS OF POLICY FOCUS

- Data Science and Technology Policy
- Environmental and Sustainability Policy
- Health Policy and Management
- Human Security
- The Politics and Economics of Development
- Race, Racism, and Public Policy
- Social Policy and Inequality

FOUNDING PILLARS

The **three founding pillars** that support our mission as a School are:

PURPOSE-DRIVEN RESEARCH

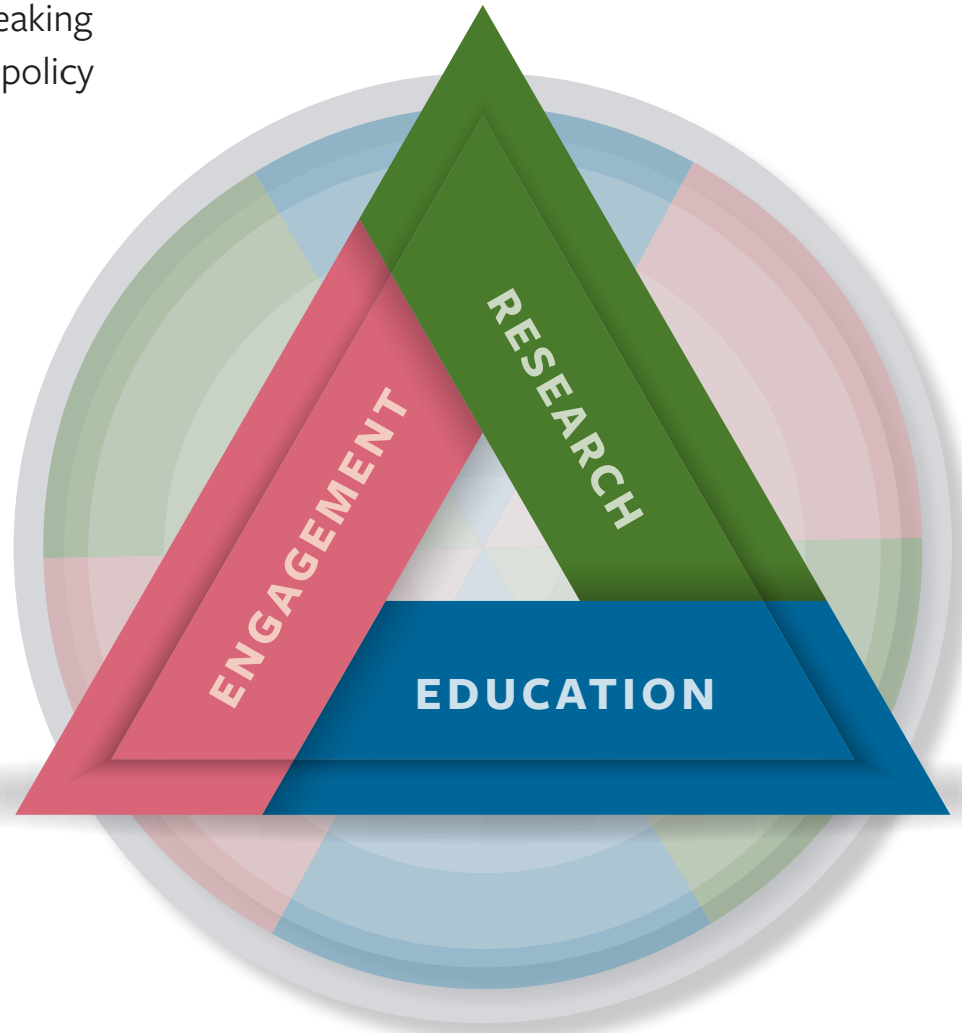
We will conduct rigorous, groundbreaking research to solve the most pressing policy problems facing our global society.

EDUCATIONAL EXCELLENCE

We will educate future leaders with the knowledge and skills to advance innovative public policy and management approaches to improve societal well-being.

POLICY ENGAGEMENT

We will establish a dynamic hub for policy engagement by fostering a collective commitment to research translation, communication of knowledge, community partnerships, and engaged learning.



CROSS-CUTTING THEMES

Our staff, students, and faculty identified **four cross-cutting themes** to guide our collective approach. We are committed to implementing our strategic plan in a manner that allows us to:



FOSTER A THRIVING COMMUNITY

We recognize that our students, staff, faculty, and alumni are all critical contributors to building a world-class policy school, and we aim to create an environment oriented toward high achievement and mutual respect where we all can grow and find purpose in our work.



BUILD AN ETHOS OF COLLABORATION

We will forge dynamic partnerships within Cornell, in New York State, and around the globe to encourage innovative approaches to solve challenging problems and extend the reach of the work being done on our campus.



ADVANCE EQUITY

We will use an equity lens to understand how our decisions and actions break down or reinforce barriers to participation in the activities and achievements of our School, and we will focus attention on research and training approaches that advance equitable solutions to pressing policy problems.



PRIORITIZE IMPACT

We will engage in activities that are most likely to benefit people and communities in large and tangible ways.

STRATEGIC PLAN RUBRIC

COMMUNITY
COLLABORATION
EQUITY
IMPACT

PILLARS

RESEARCH				
EDUCATION				
ENGAGEMENT				

Centering our work around these four cross-cutting themes will help focus us as we weigh the various trade-offs inherent in achieving our goals. For example, as we build our global policy footprint, we will prioritize strategies that are equity-advancing and high impact.

INITIAL AREAS OF POLICY FOCUS

During the planning phase prior to the launch of the Brooks School, its basic contours were established, including the determination that the School would initially focus on seven areas.



▶ **DATA SCIENCE AND TECHNOLOGY POLICY**

Exponential growth in our ability to generate and analyze data and in the production of emerging and disruptive technologies raises critical opportunities and challenges for national and global security, economic development, health care innovation, infrastructure resilience, communications, and the connections between people and their governments. We will guide policymakers and educate students in the development and evaluation of public policies at the intersection of rapidly emerging technologies and society.

▶ **ENVIRONMENTAL AND SUSTAINABILITY POLICY**

There are profound and growing environmental threats facing our society in the U.S. and globally, including global warming, biodiversity loss, extreme heat, pollution, deforestation, sea level rise, flooding, drought, and food and water insecurity. We will guide policymakers and educate students in developing public policy and regulatory approaches to advance solutions to environmental challenges.

▶ **HEALTH POLICY AND MANAGEMENT**

A formidable range of forces affect the health and well-being of populations in the U.S. and globally. Pressing challenges include access to and quality of care, health equity, the social determinants of health, and affordability. We will guide policymakers and educate students in developing innovative solutions to global health challenges related to health care delivery and access, nutrition, addiction, psychological distress, and violence.

▶ **HUMAN SECURITY**

The world's most pressing security challenges – from climate-related forced migration to poverty alleviation, human rights, sustainable development, nuclear proliferation, cybersecurity, and political unrest – require global perspectives and solutions. We will guide policymakers and educate students in understanding and developing approaches to address the interconnected issues related to human security and diplomacy.

▶ **POLITICS AND ECONOMICS OF DEVELOPMENT**

Politics, economics, and the interaction between the two are key to understanding development prospects around the world, including resource allocation, economic wellbeing, equitable infrastructure, food and nutritional security, and environmental sustainability. We will guide policymakers and educate students as they advance data-driven solutions to sustainable development and direct resource allocation to improve people's lives around the globe.

▶ **RACE, RACISM, AND PUBLIC POLICY**

Enduring systemic racism has profound and continued repercussions for social, economic, and political life in the U.S. and globally. It is critical to explore the role of public policy in producing, perpetuating, and addressing racism and related forms of injustice – both past and present. We will guide policymakers and educate students to advance human rights and develop the knowledge and skills to create more just and equitable policies and public institutions.

▶ **SOCIAL POLICY AND INEQUALITY**

Rising income and wealth inequality erode trust in public institutions, create barriers to economic and social mobility, and undermine democratic governance. Social policy can address inequality through a range of vital systems, including child and family welfare, immigration, education, housing, employment, and legal institutions. We will guide policymakers and educate students as they develop new approaches to strengthen the social safety net and combat economic inequality.



OUR GOALS

To achieve our goals, we organized action plans for each of our three founding pillars and four cross-cutting themes.



Institutions endure and the founding ideas and values of the people who were there at the start matter.

- COLLEEN L. BARRY, BROOKS SCHOOL DEAN



PURPOSE-DRIVEN RESEARCH

We will conduct rigorous, groundbreaking research to solve the most pressing policy problems facing our global society.

GOALS:

1. Foster innovative research that responds to pressing policy challenges within our seven areas of policy focus.
2. Double our Brooks School-wide portfolio of research funded through external grant awards.
3. Develop collaborations within Cornell and externally to support policy research.
4. Further strengthen the public policy graduate field and enhance career opportunities for PhD graduates.
5. Contribute to the development of pipeline programs aimed at building a next generation of leading policy research scholars.



EDUCATIONAL EXCELLENCE

We will educate future leaders with the knowledge and skills to advance innovative public policy and health care management approaches to improve societal well-being.

GOALS:

1. Create a student body of talented, promising current and future leaders.
2. Develop new degree programs in strategic areas and enhance existing degrees.
3. Explore development of innovative non-degree program offerings.
4. Identify philanthropic sources to increase the affordability of our degree and non-degree offerings and broaden our engaged learning opportunities.



POLICY ENGAGEMENT

We will establish a dynamic hub for policy engagement by fostering a collective commitment to research translation, communication of knowledge, community partnerships, and engaged learning.



GOALS:

1. Ensure that faculty have resources, training, support, and encouragement for policy engagement related to their research and teaching.
2. Ensure that every Brooks School student has real-world public policy and management engaged learning experiences as a core component of their studies.
3. Establish a policy engagement infrastructure to support initiatives and programs to facilitate policy engagement across the Brooks School community and across campus.



CROSS-CUTTING THEMES

As we work collectively to advance our strategic goals, we will do so in a manner that allows us to prioritize:

-  **FOSTERING A THRIVING COMMUNITY**
-  **BUILDING AN ETHOS OF COLLABORATION**
-  **ADVANCING EQUITY**
-  **PRIORITIZING IMPACT**

These four cross-cutting themes will influence how we make decisions and weigh trade-offs during the early years of our School.



OUR FUTURE

LOOKING AHEAD

With this plan, we aim to chart a course for success in the early years of the Cornell Jeb E. Brooks School of Public Policy. Drawing on the impressive strengths of the programs and people who make up the School, we are committed to conducting rigorous, groundbreaking research to solve the most pressing policy problems facing our global society, educating future leaders who can improve societal well-being, and serving as a dynamic hub for policy engagement on the Cornell campus. We intend to advance these strategic priorities over the next five years in a manner that fosters a thriving academic community, builds an ethos of collaboration, advances equity, and prioritizes impact. We anticipate rapid movement forward on our strategic priorities given the energy and dynamism inherent in this “start-up” phase following the creation of the Brooks School.



Now, more than ever, forward-looking leadership in public policy is essential and the Brooks School is dedicated to responding to the challenges ahead.

- COLLEEN L. BARRY, BROOKS SCHOOL DEAN