## Undergraduate Training

### Cross-College School of Public Policy Model

The existing PAM major would be refocused as a cross-college major in public policy. Given the high concentration of health policy faculty, it may also be reasonable to include the existing CHE Health Care Policy major in the School. In line with the areas of innovation proposed in the vision statement, we imagine additional concentrations in Data Science and Public Policy, and Sustainability and Public Policy. Additional concentrations, such as business, technology, or human development, could be added based on the interest of affiliated faculty. There is currently a policy minor that exists in PAM and also one in Government. The School model might provide a way for these two minors to come together and reduce redundancies across the two degrees on campus.

Under the School model, other than the PAM major, all majors currently offered in CAS and CHE should remain within those colleges.

Given the innovative combination of proposed faculty in the school, it is likely that new (possibly cross-college) majors would develop within it over time, and this should evolve based on decision-making among key faculty members in the new entity. We think a smaller initial number of majors (roughly 75-100 per class) is a reasonable and realistic starting point but eventually this number might increase considerably over the next 10-15 years. This is based on current numbers of students across campus currently taking policy courses (even absent a coordinated public policy entity), the number of undergraduate majors at peer policy institutions, and planned enrollment growth.

### College of Public Policy Model

The existing PAM major would be refocused as a major in public policy, and could possibly transition into a cross-college major with CAS. Given the high concentration of health and health policy faculty in CHE, the existing CHE Health Care Policy major will be a key part of the undergraduate curricula. In line with the areas of innovation proposed in the vision statement, we imagine additional concentrations in Data Science and Public Policy, and Sustainability and Public Policy. Additional concentrations in policy, such as business, technology, or human development, could be added based on the interest of affiliated faculty. There is currently a policy minor that exists in PAM and also one in Government and in this College model these two minors may be able to come together and reduce redundancies across the two degrees on campus.

Other than the PAM major, all majors currently offered in CHE could remain within the college, provided the faculty in those units were willing to embrace the new vision for the college. Faculty could initially expect to continue teaching their undergraduate and graduate courses. Faculty who want to create new courses that would align with policy would be welcome to do so. Over the next 10-15 years, there would have to be discussions among College leadership and faculty about how to manage evolving undergraduate demands, faculty expertise and interests, and curricular offerings in the new policy structure.

Given the new combinations of proposed faculty in the College, it is likely that new majors would develop within it over time, and this should evolve based on decision-making among key faculty members in the College. We think a smaller initial number of majors (roughly 75-100 per class) is a reasonable and realistic starting point but this number might increase considerably over the next 10-15 years. This expectation is based on current numbers of students across campus currently taking policy courses (even absent a coordinated public policy entity), the number of undergraduate majors at peer policy institutions, and planned enrollment growth.

### Advantages

#### Cross-College School of Public Policy Model

- Four coherent tracks that could have a common point of entry and be advertised and administered easily (and additional tracks could be added) 1. Public Policy 2. Health and Public Policy (with pre-med option) 3. Data Science and Public Policy 4. Sustainability and Public Policy
- Reframing of PAM major as Public Policy major (with significant contributions from Government) would strengthen the major and better reflect the research of the PAM faculty (who do very little management research)
- Students could enroll in a chosen college based on their interest level in the general education requirements (similar to Biology majors)

#### College of Public Policy Model

- College already has infrastructure and staff to handle undergraduate teaching and curricular changes and additions, so startup could be faster
- At least four coherent majors (or tracks) in policy that could have a common point of entry via the College and be advertised and administered easily (new tracks could be added in other emergent strengths)
  1. Public Policy
  2. Health and Public Policy (with pre-med option)
  3. Data Science and Public Policy
  4. Sustainability and Public Policy
- Classes relevant to data science and public policy, sustainability policy, health policy, could be offered by interested affiliate faculty in outside units as new tracks are launched and as the School grows, making it a truly university-wide endeavor.

- Reframing of PAM major as a Public Policy major (with significant contributions from Government) would strengthen the major and better reflect the research of the PAM faculty (who do very little management research).
- Additional (currently existing CHE) majors are still available and allow flexibility and breadth for students in College (not all students would need a strong policy component).
- Classes in data science and public policy, sustainability policy, and health policy could be cross-listed or outsourced to interested affiliate faculty in outside units as new tracks are launched.

**Challenges**

- Complications and questions around where the new majors would come from, despite projected growth of undergraduates at Cornell. Admission numbers would need to be negotiated/fixed to prevent competition and loss to other units.
- Complications around budgets across colleges and key departments in CAS, especially if the School is not an undergraduate admitting entity.
- Hiring or negotiating affiliations in data science and public policy and sustainability policy would need to happen relatively quickly to launch new tracks.
- Need to distinguish new Public Policy major from Government major and determine possibilities of double-majoring in two related majors.
- Need to figure out how the current Public Policy minor in Government is aligned with the current PAM minor in Public Policy.
- Policy major requirements must be harmonized for CAS students (who enter without a declared major) and CHE students (who would continue to enter CHE having declared a Public Policy major).

**Challenges**

- Complications and questions around where the new majors would come from despite projected growth of undergraduates at Cornell.
- Would have to discuss policy requirements for students in college, and how those align with the teaching and scholarship of faculty who are not in policy.
- Hiring in data science and public policy and sustainability policy would need to happen relatively quickly to launch new tracks.
- Need to distinguish new Public Policy major from Government major, and determine possibilities of double-majoring in two related majors.
- A cross-college major and minor in public policy may be more difficult to realize under the College model than in the Shared school model because it would not be immediately clear how students from other colleges could major and minor in the College model relative to the School model.
- Admission numbers would need to be negotiated/fixed to prevent competition with other units.

**Unresolved Issues**

- As noted above, there are many unresolved issues around undergraduate training for the School option. The two most significant issues are whether the School will be an admitting entity for undergraduates and how many majors would initially be offered in public policy.

**Unresolved Issues**

[None listed.]

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1 Projections for course-taking or majors could be developed based on current course-taking, with assumptions built in about how much more appealing a policy major would be when better named (i.e., not PAM), well-rounded (in the sense that it included extensive training in political science), and offered across two colleges (CAS and CHE).