How would you apply the lessons you have learned (e.g. challenges and successes) in New York City but also globally, including a soon-to-be opened office in Shanghai. The university seeks to expand cross-campus academic programs and to grow, not only of undergraduate students. In what other ways do you believe the university should students. This is just one way in which the university will strive to enhance the experience Global Cornell to provide international service-learning opportunities for those students. A Cornell education should prepare students for long-term professional success after Cornell. In addition to the international service-learning opportunities that Engaged Cornell will provide, students need support in exploring career options. The university should actively encourage all students to complete internships and externships; this would not only allow students to explore various career paths, but it would provide relevant experience that would make students more attractive to employers. Additionally, Cornell must strive to continue providing a level of financial support that allows all students to freely pursue a meaningful career path without the burden of excessive student debt. Although it is not feasible to provide scholarships and grant-based aid to all students, Cornell should provide expanded work-study opportunities to allow students to reduce their overall indebtedness.

The university seeks to expand cross-campus academic programs and to grow, not only in New York City but also globally, including a soon-to-be opened office in Shanghai. How would you apply the lessons you have learned (e.g. challenges and successes) within your industry to inform the conversation about Cornell’s presence in the global landscape?

In a time of great focus on education reform, I am fortunate to work for the Harlem Children’s Zone (HCZ), which has developed a viable model for providing K-12 education to ensure student success in under-resourced neighborhoods. HCZ’s success in developing its model may be applicable to Cornell’s planned growth in the global landscape. A well-developed strategic plan was critical to HCZ’s success. Other communities have struggled to replicate HCZ’s model because they failed to devote sufficient time to strategic planning. Development of viable models for global expansion that ensure student success should be a key aspect of the strategic planning process that President Garrett announced during her State of the University Address. Establishing rubrics to evaluate effectiveness has always been a challenge in education. President Garrett has spoken about Cornell’s role in tackling difficult world issues. As Cornell expands its academic programs, it will be important to determine the desired impact of an increased global presence and develop metrics for measuring success.