Just as the strengths, culture, and identities of the schools within the new Cornell College of Business (CCB) will be preserved, the new college will also add strategic value that ensures mutual benefit to both the university and the three CCB schools. While the positive outcomes will no doubt grow with time as faculty, staff, students, and alumni continue to design and implement the new college, there are already many clear benefits.

**Benefits to Cornell University and its business programs**

**Better positioning on campus, nationally and globally**
- Places Cornell on par with the top 10 business schools in terms of scale and impact, with approximately 210 faculty and nearly 2,900 undergraduate, graduate, and professional students. At the same time, the CCB will be positioned alongside the colleges of Engineering, Arts and Sciences, and Agriculture and Life Sciences as the four largest colleges at Cornell.

**Strengthening opportunities for learning, teaching and research**
- A coordinated approach maximizes agility in curriculum, teaching and research as traditional business disciplines rapidly evolve.
- By sharing support services and administrative expertise, the CCB reduces duplication of class offerings and removes impediments to research and recruitment for students and faculty.
- Drives collaborations essential to the application of new knowledge and ideas that will benefit society.

**Creating an environment to fuel new initiatives**
- Nurtures the pursuit of new learning opportunities that have yielded popular, progressive programs such as Entrepreneurship@Cornell, the Baker Program in Real Estate, the Dyson business minors programs in engineering and life sciences, and the new Johnson Cornell Tech MBA, as well as programs involving global partners.
- Expands opportunities for joint graduate, professional and executive education programs.
- Improves career placement services through integration of all programs of the CCB schools.

**Attracting tomorrow’s students and faculty**
- Students are increasingly drawn to dynamic areas of the economy and require easy access to business disciplines. The CCB will increase the visibility of these programs to incoming students in a way that complements the individual schools’ proven record of attracting students interested in specialized fields.
- Expands access to preeminent faculty across campus and boosts support for faculty and student interest in the spectrum of business programs.
Benefits to the Charles H. Dyson School of Applied Economics and Management

Propelling the school forward
- Accelerates the Dyson School’s movement in the directions articulated in its 2016-20 strategic plan.
- Enables earlier development of richer New York City-based programming for Dyson undergraduate and Masters of Professional Studies students.

Enhancing the curriculum
- Broadens access to courses and faculty in Johnson and SHA, especially in business analytics, human resources, organizational behavior and leadership.
- Helps develop more coherent, coordinated research, teaching, and engagement programs for faculty and students in entrepreneurship and innovation, sustainability, emerging markets and food industries.
- Aligns Ph.D. curriculum with research-active business faculty in Dyson, especially by greater integration of graduate field faculties and graduate curricula.

Developing new programs
- Facilitates creation of new Dyson School executive and professional education programs for target professional clientele, drawing on the considerable experience and capacity of the SHA as well as in-house food industry management program expertise.

Bridging across schools for enhanced offerings
- Attracts additional faculty from Johnson and SHA into engagement and outreach programs in support of industries throughout the state, consistent with Cornell’s land grant mission.
- Enables better matching of graduate students in management (historically based in Johnson) as teaching assistants to Dyson’s undergraduate business students and as research assistants to Dyson management faculty.
- More effectively integrates one-year Masters of Professional Studies (MPS) programs, with expanded opportunities for business faculty to supervise such students. The MPS is an attractive option for the growing number of Dyson undergraduates who complete their degree early and desire an additional year of education.
 Benefits to the School of Hotel Administration

**Increasing cross-disciplinary academic opportunities**

- Provides greater access to other disciplines and areas of expertise, including information and data management, business analytics, food industry, information science and marketing science to inform SHA’s expertise in hospitality and real estate at a time when technology and business are more intertwined than ever.

**Strengthening collaboration among undergraduate and graduate programs**

- Enables SHA to build and strengthen its graduate education programs and develop its emerging programs in New York City and China.

**Growing opportunities for dual degree programs**

- Creates greater opportunities for SHA to offer dual-degree programs for undergraduate (BS in Business Administration and Hospitality) and graduate students (MMH or Baker Program in Real Estate with MBA).

**Attracting the world’s strongest students**

- Elevates SHA’s profile among both undergraduate and graduate students pursuing careers in business management and entrepreneurship with an interest in hospitality or real estate, resulting in an even stronger, broader pool of applicants.

**Expanding industry collaboration opportunities**

- Expands the network of faculty and academic scholars, allowing SHA’s existing centers and institutes (Center for Hospitality Research, Center for Real Estate and Finance, Cornell Institute for Hospitality Labor and Employment, Pillsbury Institute for Hospitality Entrepreneurship and Cornell Institute for Healthy Futures) to work on additional hospitality industry related projects.

- Builds on the strengths of the other two schools, enabling SHA to develop additional centers and institutes in overlapping areas of interests such as food and beverage management and hospitality analytics.
Benefits to the Samuel Curtis Johnson Graduate School of Management

**Broadening learning options**
- Broadens Johnson student access to courses and faculty, such as electives in specialized topics including hospitality, real estate management, international and development economics and energy and resource economics.

**Building the faculty**
- Increases faculty access to industry contacts and data, presenting additional research opportunities.
- Fosters the development of new degree programs across three schools, enabling the hiring of additional faculty.
- Creates new opportunities for teaching and research assistantships across three schools.

**Expanding student networking**
- Improves recruiting and career placement services by collaborating with SHA and Dyson programs.
- Increases the alumni base, leading to greater career possibilities for undergraduate and graduate students and a stronger brand presence among corporate partners.
- Expands networking options for students interested in start-ups, new ventures and job transitions.

**Taking Johnson School programs to a new level**
- Enhances the reach of the Business Simulation Lab through cooperation across three schools.
- Increases access to data, analytical resources and research support.
- Strengthens centers and institutes with connections to faculty, students and alumni.
- Broadens opportunities for non-degree executive education certificate programs.